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EQUAL EMPLOYMENT OPPORTUNITY POLICY

It is the policy of the City of Long Beach to actively promote affirmative action and to provide equal employment opportunity to all persons on all matters affecting City employment. The City of Long Beach is committed to a policy of non discrimination in employment practices, and reaffirms its commitment that no person shall benefit or be discriminated against on the basis of race, religion, color, national origin, ancestry, disability, medical condition, marital status, age, sex, sexual orientation, or on any other basis inconsistent with federal or state statutes, the City Charter, ordinances, resolutions, rules, or regulations.

To ensure enactment of this policy, the City Manager has approved this Affirmative Action Program Plan, and the City Council, as the City's policy-making body, has adopted it by resolution. The Plan establishes responsibility and accountability for the City's Affirmative Action Program, analyzes the City's work force, and identifies goals and timetables for achieving a representative work force at all levels of employment. To achieve a successful program, the City requires the cooperation and full support of its officers and employees in following both the spirit and intent of this Plan. Equal opportunity is consistent with sound management and quality service.

RESPONSIBILITY

The City Council adopts the Affirmative Action Program Plan by resolution as a reaffirmation of the City's commitment to equal opportunity and affirmative action. The Plan requires the cooperation of City officers and employees to assist in the achievement of a successful program. To ensure program success, specific responsibilities have been delineated.

City Manager

The City Manager is responsible for carrying out affirmative action policy, and, as chief administrative officer of the City, has ultimate program responsibility. As such, the City Manager is the official signatory on any document which requires certification of compliance with equal opportunity rules and regulations. The City Manager shall:

1. Review and approve the Affirmative Action Program Plan;
2. Ensure that, as an employer, the City of Long Beach adheres to the stated policy of equal employment opportunity and complies with the goals and objectives of the Affirmative Action Program Plan;
3. Evaluate department heads on equal employment opportunity (EEO) performance and attainment of established Affirmative Action Program goals.

Director of Human Resources and Affirmative Action

The Director of Human Resources and Affirmative Action is directly responsible to the City Manager for the operation and maintenance of the Affirmative Action Office. Upon completion of the hiring phase, the Director has primary responsibility for personnel-related matters. Exceptions are detailed in the Civil Service Rules and Regulations, the Personnel Ordinance, and in the Personnel Policies and Procedures. The Director of Human Resources and Affirmative Action shall:

1. Assist departments with recruitment, referral, screening, and record keeping for unclassified employees;
2. Implement supportive programs to ensure the success of the Affirmative Action Program;
3. Ensure that managers are aware their work performance is, in part, evaluated on the basis of their EEO performance and the achievement of departmental goals for the permanent full-time work force;
4. Review and modify employment practices to avoid adverse impact or unlawful discrimination.

Affirmative Action Office

The Affirmative Action Officer represents the City on all equal opportunity matters and discrimination complaints except those brought before the Civil Service Commission. The Affirmative Action Office shall:

1. Prepare the City's Affirmative Action Program Plan;
2. Prepare annual reports for City Council and City Manager and Director of Human Resources and Affirmative Action on departmental progress toward achieving affirmative action goals and objectives;
3. Coordinate and/or direct equal opportunity activities within the City;
4. Provide training and technical assistance to departments on the Affirmative Action Program Plan and EEO matters;
5. Administer a system for resolving equal opportunity complaints from employees, applicants, and third parties;
6. Submit to the City Manager and Director of Human Resources and Affirmative Action an annual status report on discrimination complaints filed against the City;
7. Review all policies, procedures, rules, and appropriate documents for compliance with EEO laws and regulations;
8. Prepare administrative regulations and/or personnel policies to ensure proper implementation and maintenance of EEO practices and procedures;
9. Determine departmental reporting requirements necessary to monitor the Affirmative Action Program and for compliance with state and federal laws and regulations;
10. Interface with enforcement agencies regarding complaints, reviews, investigations, and reporting requirements.

Civil Service Department

The Civil Service Department has primary responsibility for recruitment, testing, validation, certification, data collection, and reporting for the classified service in accordance with state and federal regulations. These activities are coordinated with the Affirmative Action Office. The Civil Service Department shall:

1. Recruit applicants in a manner consistent with established Affirmative Action Program goals and timetables;

2. Advertise in minority news media and in localities that will maximize minority and female applicant flow;
3. Utilize recruitment agencies which specialize in the placement of minorities, females, and persons with disabilities;
4. Maintain liaisons with relevant community groups for recruitment purposes;
5. Test applicants in a manner consistent with applicable state and federal testing guidelines;
6. Monitor the certification process;
7. Collect, analyze, and maintain applicant-flow data;
8. Prepare and submit required reports and documents to governmental agencies, as appropriate;
9. Review and revise Civil Service Rules and Regulations and operating procedures for compliance with EEO laws, regulations, and guidelines;
10. Ensure the job relatedness of minimum requirements and examinations.

City Attorney's Office

The City Attorney is responsible for handling all suits, matters, and proceedings in which the City may have a legal interest. As such, complaints of discrimination and non compliance which are served upon the City by external regulatory agencies shall be referred to the City Attorney's Office for advice and/or appropriate action.

Department Heads

For the purpose of implementing the Affirmative Action Program, a department head shall include all department heads appointed by the City Manager and department heads appointed by the City Council and elected officials who choose to participate in the City's program. Each department head shall:

1. Comply with all aspects of the City's Affirmative Action Program Plan;
2. Implement the City's EEO policy;
3. Develop, implement, and revise departmental affirmative action programs, as appropriate;

4. Establish and monitor specific goals and timetables to correct under representation for all job categories;
5. Initiate corrective measures to eliminate program deficiencies;
6. Designate specific program responsibility within the department;
7. Inform all employees of the departmental affirmative action program, EEO policy, and the City's Affirmative Action Program Plan;
8. Conduct outreach recruitment for unclassified positions and for classified positions when appropriate;
9. Maintain data required to document equal employment practices;
10. Advise the Civil Service Department of specific recruitment needs for correcting workforce imbalances;
11. Develop training, upward mobility, and career advancement programs;
12. Submit an annual report no later than July 31st to the Director of Human Resources and Affirmative Action on actions taken to achieve annual goals, success in meeting departmental goals for permanent full-time employees, major achievements, goals for the next program year, and actions/programs it will take to meet goals;
13. Assist the Affirmative Action Office in resolving EEO complaints regarding departmental employment practices.

Affirmative Action Counselors

Each department head designates an Affirmative Action Counselor to act as liaison between management and employees for AA/EEO matters. To be effective, the Affirmative Action Counselor should have sufficient organizational authority and access to the department head. Each Affirmative Action Counselor shall:

1. Be knowledgeable of the City's EEO policy and Affirmative Action Program;
2. Apprise management of employee concerns regarding AA/EEO matters;
3. Assist in resolving problems and concerns related to AA/EEO;
4. Serve as the department's primary contact person on all internal and external EEO matters;

5. Make recommendations to management for efficient operation of the departmental affirmative action program;
6. Analyze departmental utilization ratios for females and minorities.

Designated Affirmative Action Counselors:

<u>Department</u>	<u>Name</u>	<u>Phone Number</u>
City Attorney	Karen Brandt	570-2200
City Auditor	Earl Hobbs	570-6434
City Clerk	Elaine Marsh	570-6380
City Manager	Chris Davis	570-5969
City Prosecutor	Linda Kalte	570-5621
Civil Service	Roberto Uranga	570-7334
Community Development	Larry Montgomery	570-6960
Financial Management	Kevin Prelgovisk	570-5045
Fire	Dan Gooch	570-2517
Gas & Electric	Lennie Arazo	570-2010
Harbor	Toni Whitesell	590-4128
Health & Human Services	Michael Johnson	570-4012
Human Resources & A.A.	Dolores Barrows	570-6304
Library Services	Elvira Hallinan	570-6110
Mayor/City Council	Cathy Wieder	570-5506
Oil Properties	Jim Hurst	570-3925
Parks, Rec & Marine	Suzanne Mason	570-3200
Planning & Building	Margaret Shobert	570-6038
Police	Debbie Bonesteel-Smith	570-7337
Public Works	Deborah Chankin	590-6643
Technology Services	Patty Heintzelman	570-6898
Water	Ken Walker	570-2304

City Employees

All City employees shall:

1. Demonstrate sensitivity and respect to fellow employees and the public;
2. Submit suggestions for strengthening their departmental affirmative action program;
3. Advise supervisors of their desire to participate in training and/or educational activities that may enhance skill development, improve current job performance, or provide career development;
4. Assist with identifying AA/EEO problems or concerns.

EEO Complaints and Counseling

There are two administrative processes available to job applicants, City employees, and third parties for resolving EEO complaints. EEO complaints may be presented to either the Civil Service Commission or the Affirmative Action Office. Both processes are designed to administratively resolve EEO complaints, and minimize the financial impact upon the complainant and the City. Counseling is also available at the Affirmative Action Office and by departmental Affirmative Action Counselors.

DISSEMINATION

Internal

1. Copies of the Affirmative Action Program Plan will be distributed to Council members, elected and appointed officials, City management, Affirmative Action Counselors, employee organizations, and City Boards and Commissions.
2. The Affirmative Action Program Plan will be available on the City's Intranet site.
3. Department heads will advise their employees that a copy of the Affirmative Action Program Plan is available for review.
4. The City's EEO Policy Statement will be distributed annually to all employees.
5. All required federal and state posters and notices will be posted at appropriate locations.
6. In-house publications will bear the statement "Affirmative Action Equal Opportunity/ Employer" on the cover or face sheet, as appropriate.
7. City-sponsored publications will feature both minority and non-minority men and women.
8. EEO policy will be discussed in new employee orientation sessions and appropriate training programs.
9. Nondiscrimination clauses will be included in all union agreements, and all contracts will be reviewed to ensure they are non discriminatory.

External

1. Any method utilized for recruitment purposes will conclude with the statement that the City is an "Equal Opportunity/Affirmative Action Employer."
2. Relevant advertising or City-sponsored publications prepared for the general public will feature both minority and non-minority men and women.
3. Printed material for external dissemination will include the statement "Equal Opportunity/Affirmative Action Employer," as appropriate.
4. Female/minority/disabled recruiting sources will be utilized, whenever possible.
5. The Civil Service Department will maintain a current listing of female/minority/disabled publications and community organizations whose interests are directed at ensuring equality.

ANALYSIS

The City uses Los Angeles County and Orange County as their Standard Metropolitan Statistical Area (SMSA). SMSA's are intended to reflect the general areas for recruitment as well as the areas where most employees live. This is a practice accepted by the federal government and further defined in case law. Census figures for general labor market availability for the SMSA are the Standards which the City has traditionally used to establish affirmative action goals and objectives, and to measure its progress toward an integrated work force. The relevant labor market for the City are the combined labor forces of Los Angeles and Orange Counties since both counties are used as primary areas for recruitment and where most employees live. At the present time, 69.1% of City employees live in Los Angeles County, 26.9% live in Orange County, and 4.0% live in other counties.

The City uses labor market data purchased from Biddle & Associates, a well established consulting firm in the fields of test validation and scoring, job and pay analysis, and affirmative action plan development and statistical support. The labor market figures provided by Biddle & Associates are derived from the United States Department of Commerce, Bureau of the Census, 1990 Census of Population and Housing, Equal Employment Opportunity File.

Biddle & Associates excluded occupations unrelated to the City's work force, such as airplane mechanic and dentist. Even with taking this step, labor market figures remain general since all jobs in the entire nation are categorized into 512 occupations. While occupations obviously unrelated to City jobs were eliminated, each occupation remains broad in itself. However, by eliminating these unrelated occupations, more realistic goals can be established for the City's work force.

Table 1 provides population and labor market data based upon the 1990 Census data for Los Angeles and Orange Counties. The total labor market figures are referred to as bottom-line Standards. These are indicated by an asterisk.

Table 1

**POPULATION AND LABOR MARKET AVAILABILITY
FOR LOS ANGELES AND ORANGE COUNTIES (SMSA)**

	Los Angeles County		Orange County		Total	
	#	%	#	%	#	%
1990 POPULATION	8,863,164		2,410,556		11,273,720	
Male	4,421,398	49.9	1,214,060	50.4	5,635,458	50.0
Female	4,441,766	50.1	1,196,496	49.6	5,638,262	50.0
White	3,618,850	40.8	1,554,501	64.5	5,173,351	45.9
Total Minorities	5,244,314	59.2	856,055	35.5	6,100,369	54.1
Black	934,776	10.5	39,159	1.6	973,935	8.6
Hispanic	3,351,242	37.8	564,828	23.4	3,916,070	34.7
Asian	907,810	10.2	240,756	10.0	1,148,566	10.2
American Indian	29,159	0.3	8,584	0.4	37,743	0.3
Other	21,327	0.2	2,728	0.1	24,055	0.2
1990 LABOR MARKET	1,893,304		601,085		2,494,389	
Male	1,088,242	57.5	344,438	57.3	1,432,680	57.4
Female	805,062	42.5	256,647	42.7	1,061,709	42.6 *
White	935,840	49.4	431,550	71.8	1,367,390	54.8
Total Minorities	957,464	50.6	169,535	28.2	1,126,999	45.2 *
Black	197,263	10.4	9,572	1.6	206,835	8.3 *
Hispanic	538,595	28.4	105,847	17.6	644,442	25.8 *
Asian	210,562	11.1	50,735	8.4	261,297	10.5 *
American Indian	7,303	0.4	2,828	0.5	10,131	0.4 *
Other	3,741	0.2	553	0.1	4,294	0.2

* Bottom-line Standard

Base Year

The permanent full-time work force as of June 30, 1973, serves as the data base for the City's Affirmative Action Program Plan. It was the first year data was compiled by the eight EEO-4 job categories used by the Equal Employment Opportunity Commission (EEOC) to group job occupations in the public sector. The EEOC continues to use the minority-group titles and definitions they established in April 1977. Only permanent full-time employees are counted for purposes of the Plan.

Table 2 illustrates the relative changes between Male and Female, White and Minority, and among the minority groups since 1973 and 1995, the program year prior to the 1996-1998 Affirmative Action Program Plan. Since 1973, the total work force has decreased by 124 positions (-2.9%), while Female representation has increased 545 positions or 72.0%, and minority representation has increased 903 positions or 105.7%. The City's targeted groups, Female, Hispanic, and Asian, all experienced increases.

Table 2

COMPARATIVE ANALYSIS OF WORK FORCE **Compares 1998 with 1973 (base year) and 1995 (year prior to last Plan)**

	1973		1995		1998		Difference in Percentage Points Between 1998 &	
	#	%	#	%	#	%	1973	1995
Total Employees	4,306		4,156		4,182		* -2.9%	*0.8%
Male	3,549	82.4	2,896	69.7	2,880	68.9	-13.6	-0.8
Female	757	17.6	1,260	30.3	1,302	31.1	13.6	0.4
Total White	3,452	80.2	2,501	60.2	2,425	58.0	-22.2	-1.8
Male	2,798	65.0	1,806	43.5	1,733	41.4	-23.5	-2.0
Female	654	15.2	695	16.7	692	16.5	1.4	-0.2
Total Minority	854	19.8	1,655	39.8	1,757	42.0	22.2	2.2
Male	751	17.4	1,090	26.2	1,147	27.4	10.0	1.2
Female	103	2.4	565	13.6	610	14.6	12.2	1.0
Black	576	13.4	644	15.5	640	15.3	1.9	-0.2
Hispanic	168	3.9	622	15.0	682	16.3	12.4	1.3
Asian	93	2.2	356	8.6	399	9.5	7.4	1.0
American Indian	17	0.4	33	0.8	36	0.9	0.5	0.1

* Percent of change (All other figures in this column indicate changes in percentage points.)

For specific workforce information, refer to the various tables listed below which are located in the Appendix.

Table A: Ethnic/Sex Representation in Work Force 1973-1998

B: Female Representation by EEO-4 Job Category 1973-1998

C: Total Minority Representation in Work Force 1973-1998

D: Black Representation in Work Force 1973-1998

E: Hispanic Representation in Work Force 1973-1998

F: Asian Representation in Work Force 1973-1998

G: American Indian Representation in Work Force 1973-1998

H: Job Category 1 - Officials/Administrators 1973-1998

I: Job Category 2 - Professionals 1973-1998

J: Job Category 3 - Technicians 1973-1998

K: Job Category 4 - Protective Services 1973-1998

L: Job Category 5 - Paraprofessionals 1973-1998

M: Job Category 6 - Office/Clerical 1973-1998

N: Job Category 7 - Skilled Craft 1973-1998

O: Job Category 8 - Service/Maintenance 1973-1998

Also located in the Appendix is a listing of position titles by job category.

Current Work Force

The current work force of 4156 permanent full-time employees is distributed among 22 departments ranging in size from 13 to 1252 employees. All departments employ females and minorities. Table 18 in the "Goals" section indicates utilization by department.

Total labor market (bottom-line) Standards differ significantly from Standards for labor market availability by job category. Availability by job category gives a more realistic picture of the actual availability of females and minorities in that specific labor market. For this reason, goals, which are set by calendar year, are established by job category. The Standards (relevant labor markets) for job categories shown in Table 3 are used in Tables 17-20. Tables 17 and 18 indicate the annual goals for the last three program years (1996, 1997, and 1998) and Tables 19 and 20 indicate the annual goals for the next three program years (1999, 2000, and 2001).

Table 3 compares the City's work force with Standards for job categories. The table reveals the concentration and underutilization of females and minorities in the City's work force. For areas of concentration, upward and lateral-mobility efforts are required to redistribute work force imbalances; for areas of underutilization, hiring goals need to be reviewed and recruitment efforts increased.

A review of Table 3 indicates females and Hispanics remain significantly under represented bottom-line. It also indicates females and minorities are under represented in the following job categories:

Female:	Officials/Administrators, Technicians, Protective Services, Skilled Craft*, and Service/Maintenance
Black:	Protective Services, Paraprofessionals*
Hispanic:	All categories except Professionals
Asian:	Officials/Administrators*, Technicians, Protective Services*, Service/Maintenance
American Indian:	Professionals*

* Indicates within one percentage point from parity.

The above under representations vary from slight to substantial. When viewing Table 3, keep in mind the size of the labor pool (market) for the job category. The larger the pool, the more significant the percentage difference. For example, a 5% difference in the "Technicians" category is not as great as a 1% difference in the "Service/Maintenance" category as far as the number of employees it would take to effectuate a percentage change.

Table 3

FEMALE AND MINORITY LABOR MARKET AVAILABILITY (LMA) AND WORK FORCE BY JOB CATEGORY

(Percentages)

Permanent Full-Time Work Force

EEOC-4 Job Category	Female				Total Minorities				Black				Hispanic				Asian				American Indian											
	LMA	% 1996	% 1997	% 1998	LMA	% 1996	% 1997	% 1998	LMA	% 1996	% 1997	% 1998	LMA	% 1996	% 1997	% 1998	LMA	% 1996	% 1997	% 1998	LMA	% 1996	% 1997	% 1998								
Officials/Administrators	36.4	27.4	30.1	32.2	28.8	26.0	28.9	28.9	5.3	8.5	9.6	9.9	13.1	9.0	9.2	9.1	9.4	7.6	9.2	9.1	0.4	0.9	0.8	0.8								
Professionals	47.6	51.6	50.3	50.1	32.7	39.3	38.2	38.3	6.8	10.0	9.9	8.9	9.0	10.6	10.1	11.0	16.4	18.5	18.1	18.3	0.3	0.2	0.2	0.2								
Technicians	41.1	30.9	28.1	28.9	46.2	42.1	39.2	41.6	8.3	11.8	9.4	13.9	16.2	11.8	11.7	12.0	21.2	18.0	17.5	15.1	0.3	0.6	0.6	0.6								
Protective Services	16.0	10.5	10.7	10.8	46.3	29.2	30.7	31.3	18.8	8.6	8.9	9.0	20.7	15.1	15.7	15.9	5.9	4.9	5.4	5.6	0.7	0.7	0.8	0.8								
Paraprofessionals	67.4	79.2	72.8	78.8	45.5	54.5	50.6	48.1	8.4	16.9	11.1	7.7	17.2	13.0	13.6	16.3	19.0	24.7	25.9	23.1	0.5	0.0	0.0	1.0								
Office/Clerical	78.9	85.6	85.8	85.0	44.9	50.1	50.6	52.3	11.0	19.2	19.7	20.5	22.6	15.9	15.9	16.6	10.6	14.4	14.5	14.2	0.5	0.5	0.5	1.1								
Skilled Craft	3.6	2.6	2.6	3.0	54.4	38.3	40.0	40.6	5.6	14.8	15.5	15.8	42.5	16.4	17.1	17.2	5.7	5.0	5.2	5.7	0.5	2.1	2.1	2.0								
Service/Maintenance	17.0	8.3	8.0	7.9	74.8	68.2	68.2	67.8	8.8	38.3	36.7	36.2	58.5	24.9	26.0	26.1	7.0	4.1	4.9	5.0	0.4	1.0	0.6	0.6								
BOTTOM-LINE *	42.6	30.9	30.9	31.1	45.2	40.8	41.4	42.0	8.3	15.3	15.2	15.3	25.8	15.6	15.9	16.3	10.5	9.2	9.5	9.5	0.4	0.8	0.8	0.9								
Job Category Utilization:																																
At or Exceeds Labor Market		3	3	3	3				7				7	6	1				1	1	3				3	4	6				6	7
Under Represented		5	5	5	5				1				1	2	7				7	7	5				5	4	2				2	1

* Bottom-line LMA figures are provided only for informational purposes. LMA figures by job category are much more realistic when comparing the City's work force, and are used to set goals.

Applicants

Applicant data is the most immediate index to assess the City's success in reaching targeted groups and qualified female and minority applicants in the relevant labor market. The Civil Service Department has compiled applicant-flow data by job category to determine the effectiveness of recruitment efforts in attracting qualified applicants to specific job categories. Effective recruitment is imperative if affirmative action goals and objectives are to be met.

Table 4 represents total applicant-flow data for the classified service for calendar years 1996, 1997, and 1998. The figures represent each phase in the selection process; "Applied/Qualified/Certified/Selected" are based upon total activity for the fiscal year. Since eligible lists may remain effective for either more than, or less than one year, applicants "Certified" and/or "Selected" during a fiscal year may not be the same applicants who "Applied" and "Qualified" during that year. For this reason, the number of applicants "Certified" during a given year may actually exceed the number "Qualified" during that same year.

The applicant-flow data by job category is located in Tables 5 through 12. All positions in the "Officials/Administrators" job category, Table 5, are part of the unclassified service and are not under the jurisdiction of Civil Service. Applicant-flow data for this category is compiled by the Department of Human Resources and Affirmative Action. Unlike Civil Service, Human Resources counts all the data pertaining to a particular appointment the year the selection was made. For this reason, Table 5, "Applicant-Flow Data for Job Category 1, Officials/Administrators," is not included in Table 4.

Taking the data of Table 4 at face value, over the last three years, total applicants for the classified service averaged 7,980 per year. This is a decrease of 3,641 applicants or 31.3%, over program years 1996-1998. The decrease in applicants is attributed to a general market trend of low unemployment. In other words, there are fewer people looking for jobs. Another contributing factor for fewer applicants is the practice of Civil Service to extend the life of an eligible list when there are still sufficient names on the list. As a result, the average number of applicants decreased substantially for all groups. However, the average number of selections increased from 321 for program years 1993-1995 to 362 in program years 1996-1998. This represents a 12.8% increase in selections.

Further analysis reveals Females are "Certified" to departments for interviews at a lower rate than they are "Qualified," but continue to be "Selected" at a higher rate than they were "Certified." Minority applicants continue to qualify at a lower rate than they applied. However, they are usually "Certified" at a substantially higher rate than they are "Qualified," but are "Selected" at a lower rate than they are "Certified." This is an example of where the percentages are skewed. A review of Table 12, "Applicant-Flow Data for Job Category 8, Service/Maintenance," shows 22,516 of the 26,764 applicants certified during the three years were minorities.

The 13,706 minority applicants represent 42.2% of all minority certifications for the classified service. However, they were certified to only 114 openings, which is only 10.5% of all appointments to the classified service. Further, it should be noted that these certification figures are misleading because many applicants are counted more than once. In other words, the same names are recertified each time a requisition is submitted for the same position titles. This example also shows a disproportionate number (42.2%) of minorities applied to only one of the eight job categories. This clearly illustrates the need to enhance targeted recruitment efforts to attract well-qualified minority and female applicants to City employment, particularly in job categories with under utilization.

The figures for Table 5 look odd because 50, or 45.1% of the 111 selections made during the last three years, were direct appointments. Many of the direct appointments were the result of departmental reorganizations. Of the 111 appointments, 38, or 34.2%, were female and 32, or 28.8%, were minority. The 50 direct appointments included 18, or 36.0%, females and 10, or 20.0% minorities. Of the remaining 61 appointments, 20, or 32.8%, were female and 22, or 36.1%, were minority. Females did better with direct appointments and minorities did substantially better when recruitments were conducted.

Table 4

APPLICANT-FLOW DATA SUMMARY FOR CLASSIFIED SERVICE

Program Years 1996, 1997, and 1998

	APPLIED			QUALIFIED			CERTIFIED			SELECTED		
	1996	1997	1998	1996	1997	1998	1996	1997	1998	1996	1997	1998
Total Applicants	7,843	11,201	4,895	3,851	3,713	2,580	15,688	20,959	16,758	344	385	356
Male	5,191	8,834	3,276	2,595	2,721	1,766	11,481	15,741	11,935	220	262	245
	66.2%	78.9%	66.9%	67.4%	73.3%	68.4%	73.2%	75.1%	71.2%	64.0%	68.1%	68.8%
Female	2,652	2,367	1,619	1,256	992	814	4,207	5,218	4,823	124	123	111
	33.8%	21.1%	33.1%	32.6%	26.7%	31.6%	26.8%	24.9%	28.8%	36.0%	31.9%	31.2%
Total White	2,300	4,488	1,282	1,232	1,816	743	4,302	6,095	5,769	177	192	171
	29.3%	40.1%	26.2%	32.0%	48.9%	28.8%	27.4%	29.1%	34.4%	51.5%	49.9%	48.0%
Total Minorities	5,200	6,296	3,361	2,511	1,783	1,764	11,009	14,349	10,571	167	193	185
	66.3%	56.2%	68.7%	65.2%	48.0%	68.4%	70.2%	68.5%	63.1%	48.5%	50.1%	52.0%
Black	2,367	2,299	1,663	1,200	569	859	6,166	7,466	5,073	53	59	61
	30.2%	20.5%	34.0%	31.2%	15.3%	33.3%	39.3%	35.6%	30.3%	15.4%	15.3%	17.1%
Hispanic	1,639	2,753	999	794	748	569	3,144	4,454	3,544	64	78	75
	20.9%	24.6%	20.4%	20.6%	20.1%	22.1%	20.0%	21.3%	21.1%	18.6%	20.3%	21.1%
Asian	1,100	1,048	651	469	396	309	1,504	2,117	1,691	46	53	44
	14.0%	9.4%	13.3%	12.2%	10.7%	12.0%	9.6%	10.1%	10.1%	13.4%	13.8%	12.4%
American Indian	94	196	48	48	70	27	195	312	263	4	3	5
	1.2%	1.7%	1.0%	1.2%	1.9%	1.0%	1.2%	1.5%	1.6%	1.2%	0.8%	1.4%
Unknown	343	417	252	108	114	73	377	515	418	0	0	0
	4.4%	3.7%	5.1%	2.8%	3.1%	2.8%	2.4%	2.5%	2.5%	0.0%	0.0%	0.0%

APPLIED: Refers to applications received for various classifications for which results were approved by the Civil Service Commission during program year.

QUALIFIED: Refers to applicants invited to and reporting for testing who were placed on eligible lists approved by the Civil Service Commission during program year.

CERTIFIED: Refers to candidates whose names were certified from any existing eligible list to fill requisitioned vacancies during the program year regardless of the year in which the eligible list was approved by the Civil Service Commission.

SELECTED: Refers to candidates selected to fill requisitioned vacancies during program year regardless of the year in which certification occurred.

Table 5

**APPLICANT-FLOW DATA FOR JOB CATEGORY 1
OFFICIALS/ADMINISTRATORS**

Program Years 1996, 1997, and 1998

	APPLIED			QUALIFIED			CERTIFIED			SELECTED		
	1996	1997	1998	1996	1997	1998	1996	1997	1998	1996	1997	1998
Total Applicants	356	456	369	193	415	274	74	217	113	26	33	52
Male	219	319	197	106	299	167	33	143	82	19	20	34
	61.5%	70.0%	53.4%	54.9%	72.0%	60.9%	44.6%	65.9%	72.6%	73.1%	60.6%	65.4%
Female	133	96	99	77	85	92	41	59	33	7	13	18
	37.4%	21.1%	26.8%	39.9%	20.5%	33.6%	55.4%	27.2%	29.2%	26.9%	39.4%	34.6%
Total White	203	261	209	116	246	162	51	122	84	20	20	39
	57.0%	57.2%	56.6%	60.1%	59.3%	59.1%	68.9%	56.2%	74.3%	76.9%	60.6%	75.0%
Total Minorities	88	95	64	44	87	57	11	53	24	6	13	13
	24.7%	20.8%	17.3%	22.8%	21.0%	20.8%	14.9%	24.4%	21.2%	23.1%	39.4%	25.0%
Black	39	41	22	19	39	18	4	24	4	2	7	3
	11.0%	9.0%	6.0%	9.8%	9.4%	6.6%	5.4%	11.1%	3.5%	7.7%	21.2%	5.8%
Hispanic	26	33	21	14	30	20	4	18	13	0	2	6
	7.3%	7.2%	5.7%	7.3%	7.2%	7.3%	5.4%	8.3%	11.5%	0.0%	6.1%	11.5%
Asian	20	18	18	11	15	16	3	9	6	4	4	3
	5.6%	3.9%	4.9%	5.7%	3.6%	5.8%	4.1%	4.1%	5.3%	15.4%	12.1%	5.8%
American Indian	3	3	3	0	3	3	0	2	1	0	0	1
	0.8%	0.7%	0.8%	0.0%	0.7%	1.1%	0.0%	0.9%	0.9%	0.0%	0.0%	1.9%
Unknown	65	100	96	33	82	55	12	42	5	0	0	0
	18.3%	21.9%	26.0%	17.1%	19.8%	20.1%	16.2%	19.4%	4.4%	0.0%	0.0%	0.0%

Table 6

APPLICANT-FLOW DATA FOR JOB CATEGORY 2 PROFESSIONALS

Program Years 1996, 1997, and 1998

	APPLIED			QUALIFIED			CERTIFIED			SELECTED		
	1996	1997	1998	1996	1997	1998	1996	1997	1998	1996	1997	1998
Total Applicants	895	833	744	347	479	345	1,245	1,663	1,984	58	66	57
Male	515	477	419	178	257	180	451	703	876	19	29	27
	57.5%	57.3%	56.3%	51.3%	53.7%	52.2%	36.2%	42.3%	44.2%	32.8%	43.9%	47.4%
Female	380	356	325	169	222	165	794	960	1,108	39	37	30
	42.5%	42.7%	43.7%	48.7%	46.3%	47.8%	63.8%	57.7%	55.8%	67.2%	56.1%	52.6%
Total White	297	347	278	167	243	168	609	966	1,089	32	38	35
	33.2%	41.7%	37.4%	48.1%	50.7%	48.7%	48.9%	58.1%	54.9%	55.2%	57.6%	61.4%
Total Minorities	410	389	362	141	204	159	520	569	766	26	28	22
	45.8%	46.7%	48.7%	40.6%	42.6%	46.1%	41.8%	34.2%	38.6%	44.8%	42.4%	38.6%
Black	123	109	106	38	50	26	148	150	220	3	6	1
	13.7%	13.1%	14.2%	11.0%	10.4%	7.5%	11.9%	9.0%	11.1%	5.2%	9.1%	1.8%
Hispanic	79	89	72	28	45	33	141	106	138	10	9	8
	8.8%	10.7%	9.7%	8.1%	9.4%	9.6%	11.3%	6.4%	7.0%	17.2%	13.6%	14.0%
Asian	203	187	178	72	107	97	226	305	400	13	13	13
	22.7%	22.4%	23.9%	20.7%	22.3%	28.1%	18.2%	18.3%	20.2%	22.4%	19.7%	22.8%
American Indian	5	4	6	3	2	3	5	8	8	0	0	0
	0.6%	0.5%	0.8%	0.9%	0.4%	0.9%	0.4%	0.5%	0.4%	0.0%	0.0%	0.0%
Unknown	188	97	104	39	32	18	116	128	129	0	0	0
	21.0%	11.6%	14.0%	11.2%	6.7%	5.2%	9.3%	7.7%	6.5%	0.0%	0.0%	0.0%

APPLIED: Refers to applications received for various classifications for which results were approved by the Civil Service Commission during the fiscal year.

QUALIFIED: Refers to applicants invited to and reporting for testing who were placed on eligible lists approved by the Civil Service Commission during the fiscal year.

CERTIFIED: Refers to candidates whose names were certified from any existing eligible list to fill requisitioned vacancies during the fiscal year regardless of the year in which the eligible list was approved by the Civil Service Commission.

SELECTED: Refers to candidates selected to fill requisitioned vacancies during the fiscal year regardless of the year in which certification occurred.

Table 7

APPLICANT-FLOW DATA FOR JOB CATEGORY 3 TECHNICIANS

Program Years 1996, 1997, and 1998

	APPLIED			QUALIFIED			CERTIFIED			SELECTED		
	1996	1997	1998	1996	1997	1998	1996	1997	1998	1996	1997	1998
Total Applicants	117	89	253	49	40	156	98	103	329	14	10	26
Male	66	70	190	31	32	121	56	79	264	6	9	17
	56.4%	78.7%	75.1%	63.3%	80.0%	77.6%	57.1%	76.7%	80.2%	42.9%	90.0%	65.4%
Female	51	19	63	18	8	35	42	24	65	8	1	9
	43.6%	21.3%	24.9%	36.7%	20.0%	22.4%	42.9%	23.3%	19.8%	57.1%	10.0%	34.6%
Total White	24	33	88	14	23	71	42	41	155	7	5	13
	20.5%	37.1%	34.8%	28.6%	57.5%	45.5%	42.9%	39.8%	47.1%	50.0%	50.0%	50.0%
Total Minorities	87	54	160	32	16	82	51	55	161	7	4	13
	74.4%	60.7%	63.2%	65.3%	40.0%	52.6%	52.0%	53.4%	48.9%	50.0%	40.0%	50.0%
Black	28	19	59	9	4	31	18	7	55	3	0	8
	23.9%	21.3%	23.3%	18.4%	10.0%	19.9%	18.4%	6.8%	16.7%	21.4%	0.0%	30.8%
Hispanic	17	15	33	7	2	18	8	5	37	0	0	2
	14.5%	16.9%	13.0%	14.3%	5.0%	11.5%	8.2%	4.9%	11.2%	0.0%	0.0%	7.7%
Asian	42	20	65	16	10	32	25	43	69	4	4	3
	35.9%	22.5%	25.7%	32.7%	25.0%	20.5%	25.5%	41.7%	21.0%	28.6%	40.0%	11.5%
American Indian	0	0	3	0	0	1	0	0	0	0	0	0
	0.0%	0.0%	1.2%	0.0%	0.0%	0.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Unknown	6	2	5	3	1	3	5	7	13	0	1	0
	5.1%	2.2%	2.0%	6.1%	2.5%	1.9%	5.1%	6.8%	4.0%	0.0%	10.0%	0.0%

APPLIED: Refers to applications received for various classifications for which results were approved by the Civil Service Commission during the fiscal year.

QUALIFIED: Refers to applicants invited to and reporting for testing who were placed on eligible lists approved by the Civil Service Commission during the fiscal year.

CERTIFIED: Refers to candidates whose names were certified from any existing eligible list to fill requisitioned vacancies during the fiscal year regardless of the year in which the eligible list was approved by the Civil Service Commission.

SELECTED: Refers to candidates selected to fill requisitioned vacancies during the fiscal year regardless of the year in which certification occurred.

Table 8

APPLICANT-FLOW DATA FOR JOB CATEGORY 4 PROTECTIVE SERVICES

Program Years 1996, 1997, and 1998

	APPLIED			QUALIFIED			CERTIFIED			SELECTED		
	1996	1997	1998	1996	1997	1998	1996	1997	1998	1996	1997	1998
Total Applicants	3,387	8,397	839	1,461	2,455	386	2,582	5,235	5,224	142	143	142
Male	2,750	7,423	636	1,143	2,136	255	1,996	4,329	4,422	114	127	126
	81.2%	88.4%	75.8%	78.2%	87.0%	66.1%	77.3%	82.7%	84.6%	80.3%	88.8%	88.7%
Female	637	974	203	318	319	131	586	906	802	28	16	16
	18.8%	11.6%	24.2%	21.8%	13.0%	33.9%	22.7%	17.3%	15.4%	19.7%	11.2%	11.3%
Total White	1,254	3,638	274	611	1,309	126	1,160	2,498	2,665	78	78	81
	37.0%	43.3%	32.7%	41.8%	53.3%	32.6%	44.9%	47.7%	51.0%	54.9%	54.5%	57.0%
Total Minorities	2,080	4,508	531	828	1,086	245	1,388	2,649	2,471	64	65	61
	61.4%	53.7%	63.3%	56.7%	44.2%	63.5%	53.8%	50.6%	47.3%	45.1%	45.5%	43.0%
Black	822	1,519	273	308	320	127	523	744	776	24	19	19
	24.3%	18.1%	32.5%	21.1%	13.0%	32.9%	20.3%	14.2%	14.9%	16.9%	13.3%	13.4%
Hispanic	858	2,245	185	377	549	87	621	1,407	1,230	23	30	30
	25.3%	26.7%	22.1%	25.8%	22.4%	22.5%	24.1%	26.9%	23.5%	16.2%	21.0%	21.1%
Asian	361	573	64	131	160	24	209	413	356	16	14	10
	10.7%	6.8%	7.6%	9.0%	6.5%	6.2%	8.1%	7.9%	6.8%	11.3%	9.8%	7.0%
American Indian	39	171	9	12	57	7	35	85	109	1	2	2
	1.2%	2.0%	1.1%	0.8%	2.3%	1.8%	1.4%	1.6%	2.1%	0.7%	1.4%	1.4%
Unknown	53	251	34	22	60	15	34	88	88	0	0	0
	1.6%	3.0%	4.1%	1.5%	2.4%	3.9%	1.3%	1.7%	1.7%	0.0%	0.0%	0.0%

APPLIED: Refers to applications received for various classifications for which results were approved by the Civil Service Commission during the fiscal year.

QUALIFIED: Refers to applicants invited to and reporting for testing who were placed on eligible lists approved by the Civil Service Commission during the fiscal year.

CERTIFIED: Refers to candidates whose names were certified from any existing eligible list to fill requisitioned vacancies during the fiscal year regardless of the year in which the eligible list was approved by the Civil Service Commission.

SELECTED: Refers to candidates selected to fill requisitioned vacancies during the fiscal year regardless of the year in which certification occurred.

Table 9

APPLICANT-FLOW DATA FOR JOB CATEGORY 5 PARAPROFESSIONALS

Program Years 1996, 1997, and 1998

	APPLIED			QUALIFIED			CERTIFIED			SELECTED		
	1996	1997	1998	1996	1997	1998	1996	1997	1998	1996	1997	1998
Total Applicants	43	314	222	38	128	113	318	270	200	5	23	10
Male	35	88	93	31	27	32	133	114	48	0	12	1
	81.4%	28.0%	41.9%	81.6%	21.1%	28.3%	41.8%	42.2%	24.0%	0.0%	52.2%	10.0%
Female	8	226	129	7	101	81	185	156	152	5	11	9
	18.6%	72.0%	58.1%	18.4%	78.9%	71.7%	58.2%	57.8%	76.0%	100.0%	47.8%	90.0%
Total White	19	104	61	16	63	37	152	121	98	1	15	4
	44.2%	33.1%	27.5%	42.1%	49.2%	32.7%	47.8%	44.8%	49.0%	20.0%	65.2%	40.0%
Total Minorities	24	201	156	22	63	74	160	143	99	4	8	6
	55.8%	64.0%	70.3%	57.9%	49.2%	65.5%	50.3%	53.0%	49.5%	80.0%	34.8%	60.0%
Black	10	94	72	8	26	24	51	47	28	0	1	1
	23.3%	29.9%	32.4%	21.1%	20.3%	21.2%	16.0%	17.4%	14.0%	0.0%	4.3%	10.0%
Hispanic	9	71	50	9	27	28	67	72	44	3	5	4
	20.9%	22.6%	22.5%	23.7%	21.1%	24.8%	21.1%	26.7%	22.0%	60.0%	21.7%	40.0%
Asian	5	34	32	5	9	21	42	21	24	1	2	1
	11.6%	10.8%	14.4%	13.2%	7.0%	18.6%	13.2%	7.8%	12.0%	20.0%	8.7%	10.0%
American Indian	0	2	2	0	1	1	0	3	3	0	0	0
	0.0%	0.6%	0.9%	0.0%	0.8%	0.9%	0.0%	1.1%	1.5%	0.0%	0.0%	0.0%
Unknown	0	9	5	0	2	2	6	6	3	0	0	0
	0.0%	2.9%	2.3%	0.0%	1.6%	1.8%	1.9%	2.2%	1.5%	0.0%	0.0%	0.0%

APPLIED: Refers to applications received for various classifications for which results were approved by the Civil Service Commission during the fiscal year.

QUALIFIED: Refers to applicants invited to and reporting for testing who were placed on eligible lists approved by the Civil Service Commission during the fiscal year.

CERTIFIED: Refers to candidates whose names were certified from any existing eligible list to fill requisitioned vacancies during the fiscal year regardless of the year in which the eligible list was approved by the Civil Service Commission.

SELECTED: Refers to candidates selected to fill requisitioned vacancies during the fiscal year regardless of the year in which certification occurred.

Table 10

APPLICANT-FLOW DATA FOR JOB CATEGORY 6 OFFICE/CLERICAL

Program Years 1996, 1997, and 1998

	APPLIED			QUALIFIED			CERTIFIED			SELECTED		
	1996	1997	1998	1996	1997	1998	1996	1997	1998	1996	1997	1998
Total Applicants	1,893	983	904	799	409	295	1,977	2,381	2,002	44	62	58
Male	468	226	248	158	78	92	415	529	457	7	5	14
	24.7%	23.0%	27.4%	19.8%	19.1%	31.2%	21.0%	22.2%	22.8%	15.9%	8.1%	24.1%
Female	1,425	757	656	641	331	203	1,562	1,852	1,545	37	57	44
	75.3%	77.0%	72.6%	80.2%	80.9%	68.8%	79.0%	77.8%	77.2%	84.1%	91.9%	75.9%
Total White	368	191	189	186	89	90	822	787	658	19	22	16
	19.4%	19.4%	20.9%	23.3%	21.8%	30.5%	41.6%	33.1%	32.9%	43.2%	35.5%	27.6%
Total Minorities	1,464	757	666	590	306	194	1,110	1,541	1,293	25	40	42
	77.3%	77.0%	73.7%	73.8%	74.8%	65.8%	56.1%	64.7%	64.6%	56.8%	64.5%	72.4%
Black	728	385	339	279	132	81	523	637	480	11	19	11
	38.5%	39.2%	37.5%	34.9%	32.3%	27.5%	26.5%	26.8%	24.0%	25.0%	30.6%	19.0%
Hispanic	357	182	166	139	77	60	281	363	376	8	8	17
	18.9%	18.5%	18.4%	17.4%	18.8%	20.3%	14.2%	15.2%	18.8%	18.2%	12.9%	29.3%
Asian	353	175	144	158	88	46	276	475	362	6	12	11
	18.6%	17.8%	15.9%	19.8%	21.5%	15.6%	14.0%	19.9%	18.1%	13.6%	19.4%	19.0%
American Indian	26	15	17	14	9	7	30	66	75	0	1	3
	1.4%	1.5%	1.9%	1.8%	2.2%	2.4%	1.5%	2.8%	3.7%	0.0%	1.6%	5.2%
Unknown	61	35	49	23	14	11	45	53	51	0	0	0
	3.2%	3.6%	5.4%	2.9%	3.4%	3.7%	2.3%	2.2%	2.5%	0.0%	0.0%	0.0%

APPLIED: Refers to applications received for various classifications for which results were approved by the Civil Service Commission during the fiscal year.

QUALIFIED: Refers to applicants invited to and reporting for testing who were placed on eligible lists approved by the Civil Service Commission during the fiscal year.

CERTIFIED: Refers to candidates whose names were certified from any existing eligible list to fill requisitioned vacancies during the fiscal year regardless of the year in which the eligible list was approved by the Civil Service Commission.

SELECTED: Refers to candidates selected to fill requisitioned vacancies during the fiscal year regardless of the year in which certification occurred.

Table 11

APPLICANT-FLOW DATA FOR JOB CATEGORY 7 SKILLED CRAFT

Program Years 1996, 1997, and 1998

	APPLIED			QUALIFIED			CERTIFIED			SELECTED		
	1996	1997	1998	1996	1997	1998	1996	1997	1998	1996	1997	1998
Total Applicants	441	273	364	213	97	358	189	1,558	1,439	27	23	31
Male	431	258	343	81	92	167	183	240	300	26	22	30
	97.7%	94.5%	94.2%	38.0%	94.8%	46.6%	96.8%	15.4%	20.8%	96.3%	95.7%	96.8%
Female	10	15	21	132	5	191	6	1,318	1,139	1	1	1
	2.3%	5.5%	5.8%	62.0%	5.2%	53.4%	3.2%	84.6%	79.2%	3.7%	4.3%	3.2%
Total White	190	90	126	150	41	261	(5)	1,435	1,290	2	13	12
	43.1%	33.0%	34.6%	70.4%	42.3%	72.9%	-2.6%	92.1%	89.6%	7.4%	56.5%	38.7%
Total Minorities	237	170	231	59	54	96	184	106	145	25	10	19
	53.7%	62.3%	63.5%	27.7%	55.7%	26.8%	97.4%	6.8%	10.1%	92.6%	43.5%	61.3%
Black	89	71	96	18	16	37	47	34	46	5	2	9
	20.2%	26.0%	26.4%	8.5%	16.5%	10.3%	24.9%	2.2%	3.2%	18.5%	8.7%	29.0%
Hispanic	96	60	88	28	20	45	105	47	75	13	7	8
	21.8%	22.0%	24.2%	13.1%	20.6%	12.6%	55.6%	3.0%	5.2%	48.1%	30.4%	25.8%
Asian	46	37	44	10	17	12	26	22	20	4	1	2
	10.4%	13.6%	12.1%	4.7%	17.5%	3.4%	13.8%	1.4%	1.4%	14.8%	4.3%	6.5%
American Indian	6	2	3	3	1	2	6	3	4	3	0	0
	1.4%	0.7%	0.8%	1.4%	1.0%	0.6%	3.2%	0.2%	0.3%	11.1%	0.0%	0.0%
Unknown	14	13	7	4	2	1	10	17	4	0	0	0
	3.2%	4.8%	1.9%	1.9%	2.1%	0.3%	5.3%	1.1%	0.3%	0.0%	0.0%	0.0%

APPLIED: Refers to applications received for various classifications for which results were approved by the Civil Service Commission during the fiscal year.

QUALIFIED: Refers to applicants invited to and reporting for testing who were placed on eligible lists approved by the Civil Service Commission during the fiscal year.

CERTIFIED: Refers to candidates whose names were certified from any existing eligible list to fill requisitioned vacancies during the fiscal year regardless of the year in which the eligible list was approved by the Civil Service Commission.

SELECTED: Refers to candidates selected to fill requisitioned vacancies during the fiscal year regardless of the year in which certification occurred.

Table 12

APPLICANT-FLOW DATA FOR JOB CATEGORY 8 SERVICE/MAINTENANCE

Program Years 1996, 1997, and 1998

	APPLIED			QUALIFIED			CERTIFIED			SELECTED		
	1996	1997	1998	1996	1997	1998	1996	1997	1998	1996	1997	1998
Total Applicants	1,067	312	1,569	992	104	1,110	8,992	11,065	6,707	24	59	31
Male	926	292	1,347	860	99	919	7,571	9,747	5,568	23	58	30
	86.8%	93.6%	85.9%	86.7%	95.2%	82.8%	84.2%	88.1%	83.0%	95.8%	98.3%	96.8%
Female	141	20	222	132	5	191	1,421	1,318	1,139	1	1	1
	13.2%	6.4%	14.1%	13.3%	4.8%	17.2%	15.8%	11.9%	17.0%	4.2%	1.7%	3.2%
Total White	148	85	266	134	47	173	1,234	1,565	941	9	21	9
	13.9%	27.2%	17.0%	13.5%	45.2%	15.6%	13.7%	14.1%	14.0%	37.5%	35.6%	29.0%
Total Minorities	898	217	1,255	839	54	914	7,596	9,284	5,636	15	38	22
	84.2%	69.6%	80.0%	84.6%	51.9%	82.3%	84.5%	83.9%	84.0%	62.5%	64.4%	71.0%
Black	567	102	718	540	21	533	4,856	5,847	3,468	6	12	12
	53.1%	32.7%	45.8%	54.4%	20.2%	48.0%	54.0%	52.8%	51.7%	25.0%	20.3%	38.7%
Hispanic	223	91	405	206	28	298	1,921	2,454	1,644	7	19	6
	20.9%	29.2%	25.8%	20.8%	26.9%	26.8%	21.4%	22.2%	24.5%	29.2%	32.2%	19.4%
Asian	90	22	124	77	5	77	700	836	460	2	7	4
	8.4%	7.1%	7.9%	7.8%	4.8%	6.9%	7.8%	7.6%	6.9%	8.3%	11.9%	12.9%
American Indian	18	2	8	16	0	6	119	147	64	0	0	0
	1.7%	0.6%	0.5%	1.6%	0.0%	0.5%	1.3%	1.3%	1.0%	0.0%	0.0%	0.0%
Unknown	21	10	48	19	3	23	162	216	130	0	0	0
	2.0%	3.2%	3.1%	1.9%	2.9%	2.1%	1.8%	2.0%	1.9%	0.0%	0.0%	0.0%

APPLIED: Refers to applications received for various classifications for which results were approved by the Civil Service Commission during the fiscal year.

QUALIFIED: Refers to applicants invited to and reporting for testing who were placed on eligible lists approved by the Civil Service Commission during the fiscal year.

CERTIFIED: Refers to candidates whose names were certified from any existing eligible list to fill requisitioned vacancies during the fiscal year regardless of the year in which the eligible list was approved by the Civil Service Commission.

SELECTED: Refers to candidates selected to fill requisitioned vacancies during the fiscal year regardless of the year in which certification occurred.

Hires

Hires include new and prior-service employees and any current City employee who became part of the permanent full-time work force. In other words, permanent part-time and temporary/seasonal/non-career employees who become permanent full-time employees are counted as hires.

The number of hires differs from the number indicated for "Selected" on Table 4 because "Selected" includes appointments which are counted as promotions (next subsection) and appointments to classified temporary/seasonal positions or permanent part-time positions. Again, the Plan only refers to permanent full-time employees. Civil Services counts anyone taken from an eligible list as "Selected" regardless of the applicants status, the position type, or whether or not the City considers the appointment a promotion. For example, the City would count the appointment of a permanent, full-time Assistant Administrative Analyst to the position of Administrative Analyst as a promotion, whereas, Civil Service would count it as a selection since the person was selected from an eligible list. Movement from one classification to another requires employees to go through the Civil Service process while it is not required when moving between grade levels.

Table 13 indicates that the total number of hires for program years 1996-1998 was 994, an average of 331 hires per year. This is an increase of 164 hires or 19.8% from program years 1993-1995. The increase in hires for program years 1993-1995 and 1996-1998 has contributed substantially to goal attainment.

Of the 994 hires, 402 or 40.4% were females and 479 or 48.2% were minorities. This represents an increase of 12.9% for females, and a 8.8% increase for minorities from the previous program years, 1996-98. The average hires for Blacks increased by 41.9%, Asians by 2.3% , and American Indian 350%. Hires for Hispanics decrease by 12.3%. Females and minorities continue to be hired at a significantly higher rate than their work-force representation. The combined hires for minorities and white females averaged 68.4%.

Table 13

HIRES by JOB CATEGORY

Program Years 1996, 1997, and 1998

Job Category	Total Hires	Male		Female		Total Minorities		Black		Hispanic		Asian		American Indian	
	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Officials/Administrators															
1996	26	19	73.1	7	26.9	7	26.9	2	7.7	1	3.8	4	15.4	0	0.0
1997	33	20	60.6	13	39.4	13	39.4	7	21.2	2	6.1	4	12.1	0	0.0
1998	52	34	65.4	18	34.6	13	25.0	3	5.8	6	11.5	3	5.8	1	1.9
Total	111	73	65.8	38	34.2	33	29.7	12	10.8	9	8.1	11	9.9	1	0.9
Professionals															
1996	49	16	32.7	33	67.3	23	46.9	6	12.2	8	16.3	9	18.4	0	0.0
1997	64	34	53.1	30	46.9	22	34.4	6	9.4	7	10.9	9	14.1	0	0.0
1998	56	26	46.4	30	53.6	18	32.1	0	0.0	8	14.3	10	17.9	0	0.0
Total	169	76	45.0	93	55.0	63	37.3	12	7.1	23	13.6	28	16.6	0	0.0
Technicians															
1996	12	6	50.0	6	50.0	6	50.0	3	25.0	0	0.0	3	25.0	0	0.0
1997	10	8	80.0	2	20.0	5	50.0	1	10.0	0	0.0	4	40.0	0	0.0
1998	18	12	66.7	6	33.3	9	50.0	6	33.3	1	5.6	2	11.1	0	0.0
Total	40	26	65.0	14	35.0	20	50.0	10	25.0	1	2.5	9	22.5	0	0.0
Protective Services															
1996	104	87	83.7	17	16.3	46	44.2	17	16.3	17	16.3	12	11.5	0	0.0
1997	103	89	86.4	14	13.6	47	45.6	11	10.7	22	21.4	13	12.6	1	1.0
1998	101	88	87.1	13	12.9	45	44.6	17	16.8	20	19.8	8	7.9	0	0.0
Total	308	264	85.7	44	14.3	138	44.8	45	14.6	59	19.2	33	10.7	1	0.3
Paraprofessionals															
1996	5	0	0.0	5	100.0	4	80.0	1	20.0	2	40.0	1	20.0	0	0.0
1997	9	7	77.8	2	22.2	4	44.4	0	0.0	1	11.1	3	33.3	0	0.0
1998	4	0	0.0	4	100.0	1	25.0	0	0.0	0	0.0	1	25.0	0	0.0
Total	18	7	38.9	11	61.1	9	50.0	1	5.6	3	16.7	5	27.8	0	0.0
Office/Clerical															
1996	74	7	9.5	67	90.5	44	59.5	22	29.7	9	12.2	13	17.6	0	0.0
1997	76	7	9.2	69	90.8	44	57.9	20	26.3	10	13.2	13	17.1	1	1.3
1998	76	13	17.1	63	82.9	46	60.5	12	15.8	20	26.3	9	11.8	5	6.6
Total	226	27	11.9	199	88.1	134	59.3	54	23.9	39	17.3	35	15.5	6	2.7
Skilled Craft															
1996	15	15	100.0	0	0.0	10	66.7	0	0.0	5	33.3	4	26.7	1	6.7
1997	13	13	100.0	0	0.0	10	76.9	3	23.1	6	46.2	1	7.7	0	0.0
1998	5	4	80.0	1	20.0	1	20.0	0	0.0	1	20.0	0	0.0	0	0.0
Total	33	32	97.0	1	3.0	21	63.6	3	9.1	12	36.4	5	15.2	1	3.0
Service/Maintenance															
1996	25	24	96.0	1	4.0	17	68.0	7	28.0	8	32.0	2	8.0	0	0.0
1997	40	40	100.0	0	0.0	27	67.5	11	27.5	11	27.5	5	12.5	0	0.0
1998	24	23	95.8	1	4.2	17	70.8	10	41.7	5	20.8	2	8.3	0	0.0
Total	89	87	97.8	2	2.2	61	68.5	28	31.5	24	27.0	9	10.1	0	0.0
TOTAL															
1996	310	174	56.1	136	43.9	157	50.6	58	18.7	50	16.1	48	15.5	1	0.3
1997	348	218	62.6	130	37.4	172	49.4	59	17.0	59	17.0	52	14.9	2	0.6
1998	336	200	59.5	136	40.5	150	44.6	48	14.3	61	18.2	35	10.4	6	1.8
Total	994	592	59.6	402	40.4	479	48.2	165	16.6	170	17.1	135	13.6	9	0.9

Promotions

Advancement through upward mobility is an important measure in determining the City's affirmative action progress. The increase in hiring opportunities the past three years contributed to an increase in the number of promotional opportunities, which furthered the City's progress toward goal achievement.

Table 14 indicates that there was a total of 1208 promotions, an average of 403 promotions per year. This represents an average increase of 96, or 31.3%, from the 307 promotions in 93-95. The promotion rate for females increased from 29% to 36.4%, or 25.5%. And, progress was achieved in six of the eight job categories, especially in the Official/Administrator and Professional categories. The minority promotion rate increased from 39.7% to 47.2%, or 18.9%. Blacks increased by 22.3%, and Asian by 30.3%. Hispanics decreased from 22.3% and American Indians by 14.3%. Although Hispanics were promoted at a lower rate than in program years 1993-1995, they were hired at a higher rate than their work-force representation. Efforts by departments to advance females and minorities to underutilized job categories have aided the city in attaining its goals.

Table 14

PROMOTIONS by JOB CATEGORY

Program Years 1996, 1997, and 1998

Job Category	Total Promotions	Male		Female		Total Minorities		Black		Hispanic		Asian		American Indian	
	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Officials/Administrators															
1996	14	11	78.6	3	21.4	1	7.1	0	0.0	1	7.1	0	0.0	0	0.0
1997	19	12	63.2	7	36.8	8	42.1	3	15.8	2	10.5	3	15.8	0	0.0
1998	44	30	68.2	14	31.8	10	22.7	2	4.5	5	11.4	2	4.5	1	2.3
Total	77	53	68.8	24	31.2	19	24.7	5	6.5	8	10.4	5	6.5	1	1.3
Professionals															
1996	55	18	32.7	37	67.3	22	40.0	5	9.1	7	12.7	10	18.2	0	0.0
1997	69	24	34.8	45	65.2	26	37.7	5	7.2	4	5.8	16	23.2	1	1.4
1998	68	29	42.6	39	57.4	31	45.6	2	2.9	15	22.1	14	20.6	0	0.0
Total	192	71	37.0	121	63.0	79	41.1	12	6.3	26	13.5	40	20.8	1	0.5
Technicians															
1996	10	3	30.0	7	70.0	5	50.0	1	10.0	1	10.0	3	30.0	0	0.0
1997	18	12	66.7	6	33.3	11	61.1	1	5.6	5	27.8	5	27.8	0	0.0
1998	10	8	80.0	2	20.0	4	40.0	4	40.0	0	0.0	0	0.0	0	0.0
Total	38	23	60.5	15	39.5	20	52.6	6	15.8	6	15.8	8	21.1	0	0.0
Protective Services															
1996	105	88	83.8	17	16.2	41	39.0	14	13.3	18	17.1	8	7.6	1	1.0
1997	99	91	91.9	8	8.1	44	44.4	16	16.2	21	21.2	7	7.1	0	0.0
1998	156	142	91.0	14	9.0	58	37.2	10	6.4	33	21.2	14	9.0	1	0.6
Total	360	321	89.2	39	10.8	143	39.7	40	11.1	72	20.0	29	8.1	2	0.6
Paraprofessionals															
1996	12	2	16.7	10	83.3	10	83.3	2	16.7	5	41.7	3	25.0	0	0.0
1997	15	4	26.7	11	73.3	8	53.3	2	13.3	1	6.7	5	33.3	0	0.0
1998	11	1	9.1	10	90.9	6	54.5	1	9.1	3	27.3	2	18.2	0	0.0
Total	38	7	18.4	31	81.6	24	63.2	5	13.2	9	23.7	10	26.3	0	0.0
Office/Clerical															
1996	76	12	15.8	64	84.2	39	51.3	11	14.5	12	15.8	16	21.1	0	0.0
1997	83	13	15.7	70	84.3	48	57.8	15	18.1	19	22.9	13	15.7	1	1.2
1998	73	8	11.0	65	89.0	39	53.4	12	16.4	13	17.8	12	16.4	2	2.7
Total	232	33	14.2	199	85.8	126	54.3	38	16.4	44	19.0	41	17.7	3	1.3
Skilled Craft															
1996	56	51	91.1	5	8.9	21	37.5	5	8.9	12	21.4	2	3.6	2	3.6
1997	26	26	100.0	0	0.0	11	42.3	3	11.5	7	26.9	1	3.8	0	0.0
1998	36	35	97.2	1	2.8	20	55.6	10	27.8	8	22.2	2	5.6	0	0.0
Total	118	112	94.9	6	5.1	52	44.1	18	15.3	27	22.9	5	4.2	2	1.7
Service/Maintenance															
1996	56	52	92.9	4	7.1	36	64.3	16	28.6	14	25.0	6	10.7	0	0.0
1997	56	55	98.2	1	1.8	41	73.2	15	26.8	21	37.5	5	8.9	0	0.0
1998	41	41	100.0	0	0.0	30	73.2	11	26.8	12	2.0	7	17.1	0	0.0
Total	153	148	96.7	5	3.3	107	69.9	42	27.5	47	30.7	18	11.8	0	0.0
TOTAL															
1996	384	237	61.7	147	38.3	175	45.6	54	14.1	70	18.2	48	12.5	3	0.8
1997	385	237	61.6	148	38.4	197	51.2	60	15.6	80	20.8	55	14.3	2	0.5
1998	439	294	67.0	145	33.0	198	45.1	52	11.8	89	20.3	53	12.1	4	0.9
Total	1208	768	63.6	440	36.4	570	47.2	166	13.7	239	19.8	156	12.9	9	0.7

Separations

Separations, or turnover, are analyzed to assess the impact on the work force. All separations (i.e., retirements, resignations, dismissals, full time to part time, etc.) from the permanent full-time work force are counted to determine turnover. The turnover rate averaged 7.1% over the last 3 years, an increase from 6.2% for 1996-1998. The City's turnover rate has remained low for the last several years. Although a low turnover rate indicates a stable work force, it also limits hiring opportunities, thus making it more difficult to attain goals.

Table 15 reveals a total of 882 separations for program years 1996-1998. This is an average of 294 separations per year, an increase of 101, or 12.9%, from program year 96-98. Of the 882 separations, 329, or 37.3%, were females and 356, or 40.4%, were minorities. This results in an increase of 11.3% for females and an increase of 13.2% for minorities. Separations for Blacks increased 20.4%, Asians increased 35.6% and American Indians increased 20.0%. Hispanic separation decreased 8.5%. Of the 882 separations, 39.8% were resignations, 39.2% were retirements, and 0.2% were dismissals. The primary reasons given for the resignations were: 38.8% personal, 40.7% other employment, and 14.5% relocation.

A comparison of Table 15 (Separations) with Table 13 (Hires) reveals both females and minorities are hired at a greater rate in most job categories than they are separated. Even though hired at a higher rate than they leave the City, the loss of competent female and minority employees makes it difficult to achieve Affirmative Action goals in a more timely manner.

Table 15

SEPARATIONS by JOB CATEGORY

Program Years 1996, 1997, and 1998

Job Category	Total Separations	Male		Female		Total Minorities		Black		Hispanic		Asian		American Indian	
	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Officials/Administrators															
1996	20	17	85.0	3	15.0	5	25.0	2	10.0	1	5.0	1	5.0	1	5.0
1997	11	10	90.9	1	9.1	1	9.1	1	9.1	0	0.0	0	0.0	0	0.0
1998	30	22	73.3	8	26.7	7	23.3	2	6.7	3	10.0	2	6.7	0	0.0
Total	61	49	80.3	12	19.7	13	21.3	5	8.2	4	6.6	3	4.9	1	1.6
Professionals															
1996	57	27	47.4	30	52.6	20	35.1	5	8.8	6	10.5	9	15.8	0	0.0
1997	51	20	39.2	31	60.8	23	45.1	6	11.8	8	15.7	9	17.6	0	0.0
1998	42	16	38.1	26	61.9	15	35.7	2	4.8	3	7.1	10	23.8	0	0.0
Total	150	63	42.0	87	58.0	58	38.7	13	8.7	17	11.3	28	18.7	0	0.0
Technicians															
1996	17	15	88.2	2	11.8	8	47.1	0	0.0	2	11.8	6	35.3	0	0.0
1997	16	8	50.0	8	50.0	11	68.8	6	37.5	1	6.3	4	25.0	0	0.0
1998	15	11	73.3	4	26.7	6	40.0	0	0.0	1	6.7	5	33.3	0	0.0
Total	48	34	70.8	14	29.2	25	52.1	6	12.5	4	8.3	15	31.3	0	0.0
Protective Services															
1996	60	52	86.7	8	13.3	13	21.7	6	10.0	4	6.7	3	5.0	0	0.0
1997	78	68	87.2	10	12.8	18	23.1	5	6.4	9	11.5	4	5.1	0	0.0
1998	97	84	86.6	13	13.4	36	37.1	14	14.4	16	16.5	6	6.2	0	0.0
Total	235	204	86.8	31	13.2	67	28.5	25	10.6	29	12.3	13	5.5	0	0.0
Paraprofessionals															
1996	11	2	18.2	9	81.8	4	36.4	3	27.3	1	9.1	0	0.0	0	0.0
1997	10	3	30.0	7	70.0	4	40.0	1	10.0	1	10.0	2	20.0	0	0.0
1998	6	2	33.3	4	66.7	4	66.7	2	33.3	1	16.7	1	16.7	0	0.0
Total	27	7	25.9	20	74.1	12	44.4	6	22.2	3	11.1	3	11.1	0	0.0
Office/Clerical															
1996	74	9	12.2	65	87.8	34	45.9	23	31.1	7	9.5	4	5.4	0	0.0
1997	48	6	12.5	42	87.5	28	58.3	14	29.2	6	12.5	7	14.6	1	2.1
1998	61	7	11.5	54	88.5	25	41.0	8	13.1	9	14.8	8	13.1	0	0.0
Total	183	22	12.0	161	88.0	87	47.5	45	24.6	22	12.0	19	10.4	1	0.5
Skilled Craft															
1996	53	53	100.0	0	0.0	21	39.6	10	18.9	9	17.0	2	3.8	0	0.0
1997	13	13	100.0	0	0.0	5	38.5	2	15.4	3	23.1	0	0.0	0	0.0
1998	21	21	100.0	0	0.0	8	38.1	5	23.8	2	9.5	0	0.0	1	4.8
Total	87	87	100.0	0	0.0	34	39.1	17	19.5	14	16.1	2	2.3	1	1.1
Service/Maintenance															
1996	47	46	97.9	1	2.1	30	63.8	25	53.2	3	6.4	2	4.3	0	0.0
1997	25	23	92.0	2	8.0	18	72.0	12	48.0	3	12.0	1	4.0	2	8.0
1998	19	18	94.7	1	5.3	12	63.2	7	36.8	4	21.1	1	5.3	0	0.0
Total	91	87	95.6	4	4.4	60	65.9	44	48.4	10	11.0	4	4.4	2	2.2
TOTAL															
1996	339	221	65.2	118	34.8	135	39.8	74	21.8	33	9.7	27	8.0	1	0.3
1997	252	151	59.9	101	40.1	108	42.9	47	18.7	31	12.3	27	10.7	3	1.2
1998	291	181	62.2	110	37.8	113	38.8	40	13.7	39	13.4	33	11.3	1	0.3
Total	882	553	62.7	329	37.3	356	40.4	161	18.3	103	11.7	87	9.9	5	0.6

GOALS

The goals which have been established for the Affirmative Action Program are meaningful, measurable, and realistic. They are attainable and flexible targets, not quotas, which are prohibited by law. Annual goals may be revised during the program year to accommodate changes that impact the City's work force. For example, goals may be affected by such factors as the general state of the economy, expansion or contraction of the work force, and/or an increase or decrease in the turnover rate.

One factor affecting goal attainment is the Civil Service selection procedure. Civil Service staff and City departments are continually working together to ensure that recruitment and examination processes will assist departments in meeting their affirmative action goals. One procedure which continues to greatly assist in this regard is the use of band scores on eligible lists. Band scoring is used in approximately 85% of Civil Service examinations. This has and will continue to provide Departments with greater flexibility in meeting their goals.

The City's ultimate goal is a work force which is reflective of the relevant labor market. In order to accomplish this, departments will be striving for work-force parity with the labor market by job category. This goal has been set as the "Standard" by which short-term goals and objectives are established and progress is measured. As described in the Current Work Force section, labor market by job category is much more realistic than by bottom-line. The bottom-line figures can be very misleading since they represent all jobs in the relevant labor market. Whereas, the City's work force is comprised of only certain jobs. The problem is clearly illustrated when departments like Gas, Water, and Fire are reviewed. These departments mainly have male dominated classifications. Consequently, they are not able to reach parity (42.4%) for females bottom-line. However, they are able to reach parity by job category. This holds true for the City's work force when it's viewed as a whole.

Analysis of Objectives for Program Years 1996, 1997, and 1998:

The City had four general objectives and 20 job-category objectives, in addition to the overall goals. A look at the affirmative action objectives illustrates the excellent effort the City has made in hiring and promoting females and minorities. Table 16 shows that all four of the general objectives were met. Overall female representation increased 3.3%, or 42 positions; overall Hispanic representation increased 9.7%, or 60 positions; overall Asian representation increased 12.1%, or 43 positions; and, overall minority representation increased 6.2%, or 102 positions.

Of the 20 objectives targeting specific job categories, 15, or 75%, increased in percentage points; 2, or 10.0%, stayed the same; and 3, or 15%, decreased in percentage points. A closer look shows Black representation increased in its targeted category; Hispanic representation increased in six, was unchanged in one and decreased in one; Asian representation increased in four and decreased in one; American Indian representation increased in one and was unchanged in one; and female representation increased in four, and decreased in one.

Objectives for Program Year 1999, 2000, and 2001:

The objectives for program years 1996-1998 (Table 16), will be continued for program years 1999, 2000, and 2001 with the following changes:

1. Black Representation: add job category "Paraprofessionals."
2. Asian representation: delete job category "skilled craft."
3. Female representation: delete job category "Professionals" and add job category "Skilled Craft."

Analysis of Annual Goals for Program Years 1996, 1997, and 1998

The City utilizes the combined labor forces of Los Angeles and Orange Counties (Table 1) to determine labor market availability (LMA). LMA data includes persons over the age of sixteen who are already employed, as well as those recorded as unemployed. Table 3, which indicates LMA by job category, provides a more explicit picture of the relevant labor market. It shows the LMA is substantially different for each job category. The LMA for a specific job provides the most realistic picture. For example, bottom-line LMA for females is 42.6% while the job category of "Officials/Administrators" is 36.4%. However, it may only be 1% for the job of Chief of Police or 10% for a Gas official. It is important to keep this in mind when viewing these affirmative action goals.

Table 17 shows the progress made by the City in attaining its affirmative action goals. The bottom-line goals for Blacks, Asians, and American Indians were achieved. The goals for all three groups were met exactly. Although the City was unable to meet the bottom-line goals for females and Hispanics, gains were made. Hispanics increased 1.3 percentage points, or 8.7%, and females increased by 0.8 percentage points, or 2.6%. The percent increase for females is low because of the large number of female employees. As a group, minorities had the largest increase with 2.1 percentage points, or 5.3%. Refer to Table 18 to view individual department progress in goal attainment.

Annual Goals for Program Years 1999, 2000, and 2001

Department heads are responsible for setting annual department goals which, in turn, assist in achieving both work-force parity with the labor market and meeting City-wide goals. Departments have again set goals by job category instead of bottom-line. The combined job-category goals establish a bottom-line goal for the department.

The City-wide annual affirmative action goals for program years 1999, 2000, and 2001 are displayed in Table 19. Goals by department are shown in Table 20, which collectively form the City-wide goals. Achievement of these goals will require the co-operative effort of all departments.

Table 16

AFFIRMATIVE ACTION OBJECTIVES

Program Years 1996, 1997, and 1998

(Permanent Full-time Work Force)

Objective	Labor Market	Actual 1995		Actual 1996		Actual 1997		Actual 1998		Increase / Decrease between 1995 & 1998		
	%	#	%	#	%	#	%	#	%	#	%	Percentage Points
1. Increase Female representation overall	42.6	1260	30.3	1270	30.9	1290	30.9	1302	31.1	-42	(3.2)	0.8
2. Increase Hispanic representation overall	25.8	622	15.0	639	15.6	665	15.9	682	16.3	-60	(8.8)	1.3
3. Increase Asian representation overall	10.5	356	8.6	377	9.2	399	9.5	399	9.5	-43	(10.8)	0.9
4. Increase Minority representation overall	45.2	1655	39.8	1676	40.8	1730	41.4	1757	42.0	-102	(5.8)	2.2
5. Increase Black representation in the following category: Protective Services	18.8	115	8.0	127	8.6	134	8.9	136	9.0	-21	(15.4)	1.0
6. Increase Hispanic representation in the following categories:												
Officials/Administrators	13.1	21	9.5	20	9.0	22	9.2	22	9.1	-1	(4.5)	(0.4)
Technicians	16.2	22	12.0	21	11.8	20	11.7	20	12.0	2	10.0	0.0
Protective Services	20.7	211	14.6	224	15.1	236	15.7	240	15.9	-29	(12.1)	1.3
Paraprofessionals	17.2	6	7.3	10	13.0	11	13.6	17	16.3	-11	(64.7)	9.0
Office/Clerical	22.6	120	15.7	119	15.9	121	15.9	123	16.6	-3	(2.4)	0.9
Skilled Craft	42.5	68	15.3	69	16.4	72	17.1	70	17.2	-2	(2.9)	1.9
Service/Maintenance	58.5	125	23.0	126	24.9	134	26.0	136	26.1	-11	(8.1)	3.1
7. Increase Asian representation in the following categories:												
Officials/Administrators	9.4	14	6.3	17	7.6	22	9.2	22	9.1	-8	(36.4)	2.8
Technicians	21.2	36	19.7	32	18.0	30	17.5	25	15.1	11	44.0	(4.6)
Protective Services	5.9	63	4.4	72	4.9	81	5.4	84	5.6	-21	(25.0)	1.2
Skilled Craft	5.7	20	4.5	21	5.0	22	5.2	23	5.7	-3	(13.0)	1.2
Service/Maintenance	7.0	20	3.7	21	4.1	25	4.9	26	5.0	-6	(23.1)	1.3
8. Increase American Indian representation in the following categories:												
Professionals	0.3	1	0.2	1	0.2	1	0.2	1	0.2	0	0.0	0.0
Paraprofessionals	0.5	0	0.0	0	0.0	0	0.0	1	1.0	-1	(100.0)	1.0
9. Increase Female representation in the following categories:												
Officials/Administrators	36.4	58	26.1	61	27.4	72	30.1	78	32.2	-20	(25.6)	6.1
Technicians	41.1	50	27.3	55	30.9	48	28.1	48	28.9	2	4.2	1.6
Protective Services	16.0	148	10.3	156	10.5	161	10.7	163	10.8	-15	(9.2)	0.5
Skilled Craft	3.6	8	1.8	11	2.6	11	2.6	12	10.8	-4	(33.3)	9.0
Service/Maintenance	17.0	44	8.1	42	8.3	41	8.0	41	7.9	3	7.3	(0.2)

Table 17

CITY-WIDE AFFIRMATIVE ACTION GOALS 1996-1998

(Permanent Full-Time Work Force)

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators - Labor Market:			36.4		5.3		13.1		9.4		0.4
1995 Work Force	222	58	26.1	19	8.6	21	9.5	14	6.3	3	1.4
1996 Goal	214	58	27.1	18	8.4	22	10.3	11	5.1	3	1.4
1996 Work Force	223	61	27.4	19	8.5	20	9.0	17	7.6	2	0.9
1997 Goal	215	63	29.3	18	8.4	23	10.7	13	6.0	3	1.4
1997 Work Force	239	72	30.1	23	9.6	22	9.2	22	9.2	2	0.8
1998 Goal	215	66	30.7	18	8.4	25	11.6	14	6.5	2	0.9
1998 Work Force	242	78	32.2	24	9.9	22	9.1	22	9.1	2	0.8
Professionals - Labor Market:			47.6		6.8		9.0		16.4		0.3
1995 Work Force	479	236	49.3	47	9.8	49	10.2	84	17.5	1	0.2
1996 Goal	480	237	49.4	51	10.6	51	10.6	79	16.5	2	0.4
1996 Work Force	471	243	51.6	47	10.0	50	10.6	87	18.5	1	0.2
1997 Goal	483	245	50.7	53	11.0	55	11.4	78	16.1	2	0.4
1997 Work Force	487	245	50.3	48	9.9	49	10.1	88	18.1	1	0.2
1998 Goal	486	250	51.4	57	11.7	59	12.1	81	16.7	2	0.4
1998 Work Force	493	247	50.1	44	8.9	54	11.0	90	18.3	1	0.2
Technicians - Labor Market:			41.1		8.3		16.2		21.2		0.3
1995 Work Force	183	50	27.3	18	9.8	22	12.0	36	19.7	1	0.5
1996 Goal	170	51	30.0	18	10.6	20	11.8	30	17.6	1	0.6
1996 Work Force	178	55	30.9	21	11.8	21	11.8	32	18.0	1	0.6
1997 Goal	170	53	31.2	19	11.2	22	12.9	31	18.2	1	0.6
1997 Work Force	171	48	28.1	16	9.4	20	11.7	30	17.5	1	0.6
1998 Goal	169	56	33.1	19	11.2	22	13.0	34	20.1	1	0.6
1998 Work Force	166	48	28.9	23	13.9	20	12.0	25	15.1	1	0.6
Protective Services - Labor Market:			16.0		18.8		20.7		5.9		0.7
1995 Work Force	1441	148	10.3	115	8.0	211	14.6	63	4.4	11	0.8
1996 Goal	1480	154	10.4	125	8.4	223	15.1	69	4.7	12	0.8
1996 Work Force	1484	156	10.5	127	8.6	224	15.1	72	4.9	11	0.7
1997 Goal	1514	165	10.9	132	8.7	236	15.6	75	5.0	13	0.9
1997 Work Force	1507	161	10.7	134	8.9	236	15.7	81	5.4	12	0.8
1998 Goal	1551	172	11.1	143	9.2	250	16.1	82	5.3	14	0.9
1998 Work Force	1507	163	10.8	136	9.0	240	15.9	84	5.6	12	0.8
Paraprofessionals - Labor Market:			67.4		8.4		17.2		19.0		0.5
1995 Work Force	82	64	78.0	14	17.1	6	7.3	16	19.5	0	0.0
1996 Goal	87	63	72.4	16	18.4	11	12.6	16	18.4	0	0.0
1996 Work Force	77	61	79.2	13	16.9	10	13.0	19	24.7	0	0.0
1997 Goal	86	63	73.3	15	17.4	13	15.1	19	22.1	0	0.0
1997 Work Force	81	59	72.8	9	11.1	11	13.6	21	25.9	0	0.0
1998 Goal	87	65	74.7	16	18.4	14	16.1	22	25.3	0	0.0
1998 Work Force	104	82	78.8	8	7.7	17	16.3	24	23.1	1	1.0

CITY-WIDE AFFIRMATIVE ACTION GOALS 1996-1998 (continued)

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Office / Clerical	- Labor Market:		78.9	11.0	22.6	10.6	0.5				
1995 Work Force	762	652	85.6	147	19.3	120	15.7	103	13.5	4	0.5
1996 Goal	773	645	83.4	146	18.9	136	17.6	106	13.7	7	0.9
1996 Work Force	749	641	85.6	144	19.2	119	15.9	108	14.4	4	0.5
1997 Goal	780	642	82.3	147	18.8	143	18.3	110	14.1	7	0.9
1997 Work Force	761	653	85.8	150	19.7	121	15.9	110	14.5	4	0.5
1998 Goal	787	638	81.1	148	18.8	154	19.6	111	14.1	8	1.0
1998 Work Force	742	631	85.0	152	20.5	123	16.6	105	14.2	8	1.1
Skilled Craft	- Labor Market:		3.6	5.6	42.5	5.7	0.5				
1995 Work Force	443	8	1.8	68	15.3	68	15.3	20	4.5	8	1.8
1996 Goal	358	7	2.0	53	14.8	59	16.5	20	5.6	7	2.0
1996 Work Force	420	11	2.6	62	14.8	69	16.4	21	5.0	9	2.1
1997 Goal	358	8	2.2	51	14.2	65	18.2	21	5.9	7	2.0
1997 Work Force	420	11	2.6	65	15.5	72	17.1	22	5.2	9	2.1
1998 Goal	358	8	2.2	49	13.7	72	20.1	22	6.1	6	1.7
1998 Work Force	406	12	3.0	64	15.8	70	17.2	23	5.7	8	2.0
Service / Maintenance	- Labor Market:		17.0	8.8	58.5	7.0	0.4				
1995 Work Force	544	44	8.1	216	39.7	125	23.0	20	3.7	5	0.9
1996 Goal	517	48	9.3	202	39.1	124	24.0	22	4.3	4	0.8
1996 Work Force	507	42	8.3	194	38.3	126	24.9	21	4.1	5	1.0
1997 Goal	516	52	10.1	194	37.6	133	25.8	26	5.0	4	0.8
1997 Work Force	515	41	8.0	189	36.7	134	26.0	25	4.9	3	0.6
1998 Goal	515	55	10.7	186	36.1	144	28.0	28	5.4	4	0.8
1998 Work Force	522	41	7.9	189	36.2	136	26.1	26	5.0	3	0.6
TOTAL	(Bottom-line) - Labor Market:		42.6	8.3	25.8	10.5	0.4				
1995 Work Force	4156	1260	30.3	644	15.5	622	15.0	356	8.6	33	0.8
1996 Goal	4079	1263	31.0	629	15.4	646	15.8	353	8.7	36	0.9
1996 Work Force	4109	1270	30.9	627	15.3	639	15.6	377	9.2	33	0.8
1997 Goal	4122	1291	31.3	629	15.3	690	16.7	373	9.0	37	0.9
1997 Work Force	4181	1290	30.9	634	15.2	665	15.9	399	9.5	32	0.8
1998 Goal	4168	1310	31.4	636	15.3	740	17.8	394	9.5	37	0.9
1998 Work Force	4182	1302	31.1	640	15.3	682	16.3	399	9.5	36	0.9

Table 18

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1996-1998

(Permanent Full-Time Work Force)

Department: CITY AUDITOR

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian		
		#	%	#	%	#	%	#	%	#	%	
Officials / Administrators - Labor Market: 36.4 5.3 13.1 9.4 0.4												
1995 Work Force	3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
1996 Goal	3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
1996 Workforce	3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
1997 Goal	3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
1997 Workforce	3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
1998 Goal	3	1	33.3	0	0.0	0	0.0	0	0.0	0	0.0	
1998 Workforce	3	1	33.3	0	0.0	0	0.0	0	0.0	0	0.0	
Professionals - Labor Market: 47.6 6.8 9.0 16.4 0.3												
1995 Work Force	10	8	80.0	1	10.0	0	0.0	5	50.0	0	0.0	
1996 Goal	10	8	80.0	1	10.0	0	0.0	5	50.0	0	0.0	
1996 Workforce	9	7	77.8	1	11.1	0	0.0	5	55.6	0	0.0	
1997 Goal	10	8	80.0	1	10.0	0	0.0	5	50.0	0	0.0	
1997 Workforce	9	6	66.7	0	0.0	1	11.1	3	33.3	0	0.0	
1998 Goal	10	7	70.0	1	10.0	1	10.0	4	40.0	0	0.0	
1998 Workforce	9	6	66.7	0	0.0	1	11.1	3	33.3	0	0.0	
Paraprofessionals - Labor Market: 67.4 8.4 17.2 19.0 0.5												
1995 Work Force	0	0	0.0	1	0.0	0	0.0	0	0.0	0	0.0	
1996 Goal	0	0	0.0	1	0.0	0	0.0	0	0.0	0	0.0	
1996 Workforce	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
1997 Goal	0	0	0.0	1	0.0	0	0.0	0	0.0	0	0.0	
1997 Workforce	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
1998 Goal	0	0	0.0	1	0.0	0	0.0	0	0.0	0	0.0	
1998 Workforce	1	1	100.0	1	100.0	0	0.0	0	0.0	0	0.0	
TOTAL (Bottom-line) - Labor Market: 42.6 8.3 25.8 10.5 0.4												
1995 Work Force	13	8	61.5	2	15.4	0	0.0	5	38.5	0	0.0	
1996 Goal	13	8	61.5	2	15.4	0	0.0	5	38.5	0	0.0	
1996 Workforce	12	7	58.3	1	8.3	0	0.0	5	41.7	0	0.0	
1997 Goal	13	8	61.5	2	15.4	0	0.0	5	38.5	0	0.0	
1997 Workforce	12	6	50.0	0	0.0	1	8.3	3	25.0	0	0.0	
1998 Goal	13	8	61.5	2	15.4	1	7.7	4	30.8	0	0.0	
1998 Workforce	13	8	61.5	1	7.7	1	7.7	3	23.1	0	0.0	

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1996-1998

(Permanent Full-Time Work Force)

Department: CITY CLERK

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators - Labor Market:											
			36.4		5.3		13.1		9.4		0.4
1995 Work Force	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
1996 Goal	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
1996 Work Force	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
1997 Goal	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
1997 Work Force	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
1998 Goal	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
1998 Work Force	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
Professionals - Labor Market:											
			47.6		6.8		9.0		16.4		0.3
1995 Work Force	1	1	100.0	1	100.0	0	0.0	0	0.0	0	0.0
1996 Goal	1	1	100.0	1	100.0	0	0.0	0	0.0	0	0.0
1996 Work Force	1	1	100.0	1	100.0	0	0.0	0	0.0	0	0.0
1997 Goal	1	1	100.0	1	100.0	0	0.0	0	0.0	0	0.0
1997 Work Force	1	1	100.0	1	100.0	0	0.0	0	0.0	0	0.0
1998 Goal	1	1	100.0	1	100.0	0	0.0	0	0.0	0	0.0
1998 Work Force	1	1	100.0	1	100.0	0	0.0	0	0.0	0	0.0
Technicians - Labor Market:											
			41.1		8.3		16.2		21.2		0.3
1995 Work Force	1	0	0.0	0	0.0	1	100.0	0	0.0	0	0.0
1996 Goal	1	0	0.0	0	0.0	1	100.0	0	0.0	0	0.0
1996 Work Force	1	0	0.0	0	0.0	1	100.0	0	0.0	0	0.0
1997 Goal	1	0	0.0	0	0.0	1	100.0	0	0.0	0	0.0
1997 Work Force	1	0	0.0	0	0.0	1	100.0	0	0.0	0	0.0
1998 Goal	1	0	0.0	0	0.0	1	100.0	0	0.0	0	0.0
1998 Work Force	1	0	0.0	0	0.0	1	100.0	0	0.0	0	0.0
Paraprofessionals - Labor Market:											
			67.4		8.4		17.2		19.0		0.5
1995 Work Force	3	3	100.0	0	0.0	0	0.0	0	0.0	0	0.0
1996 Goal	3	3	100.0	0	0.0	1	33.3	0	0.0	0	0.0
1996 Work Force	2	2	100.0	0	0.0	1	50.0	0	0.0	0	0.0
1997 Goal	3	3	100.0	0	0.0	1	33.3	0	0.0	0	0.0
1997 Work Force	2	2	100.0	0	0.0	1	50.0	0	0.0	0	0.0
1998 Goal	3	3	100.0	0	0.0	1	33.3	0	0.0	0	0.0
1998 Work Force	3	3	100.0	0	0.0	1	33.3	0	0.0	0	0.0
Office / Clerical - Labor Market:											
			78.9		11.0		22.6		10.6		0.5
1995 Work Force	13	9	69.2	3	23.1	2	15.4	2	15.4	0	0.0
1996 Goal	13	8	61.5	2	15.4	3	23.1	2	15.4	1	7.7
1996 Work Force	12	8	66.7	2	16.7	1	8.3	2	16.7	0	0.0
1997 Goal	13	8	61.5	2	15.4	3	23.1	2	15.4	1	7.7
1997 Work Force	13	9	69.2	2	15.4	1	7.7	2	15.4	0	0.0
1998 Goal	13	8	61.5	2	15.4	3	23.1	2	15.4	1	7.7
1998 Work Force	13	9	69.2	2	15.4	1	7.7	2	15.4	0	0.0
TOTAL (Bottom-line) - Labor Market:											
			42.6		8.3		25.8		10.5		0.4
1995 Work Force	19	14	73.7	4	21.1	3	15.8	2	10.5	0	0.0
1996 Goal	19	13	68.4	3	15.8	5	26.3	2	10.5	1	5.3
1996 Work Force	17	12	70.6	3	17.6	3	17.6	2	11.8	0	0.0
1997 Goal	19	13	68.4	3	15.8	5	26.3	2	10.5	1	5.3
1997 Work Force	18	13	72.2	3	16.7	3	16.7	2	11.1	0	0.0
1998 Goal	19	13	68.4	3	15.8	5	26.3	2	10.5	1	5.3
1998 Work Force	19	14	73.7	3	15.8	3	15.8	2	10.5	0	0.0

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1996-1998

(Permanent Full-Time Work Force)

Department: CITY MANAGER

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators - Labor Market: 36.4 5.3 13.1 9.4 0.4											
1995 Work Force	8	2	25.0	1	12.5	1	12.5	1	12.5	0	0.0
1996 Goal	10	3	30.0	1	10.0	1	10.0	1	10.0	0	0.0
1996 Workforce	9	4	44.4	1	11.1	1	11.1	1	11.1	0	0.0
1997 Goal	10	3	30.0	1	10.0	1	10.0	1	10.0	0	0.0
1997 Workforce	11	6	54.5	2	18.2	1	9.1	1	9.1	0	0.0
1998 Goal	10	3	30.0	1	10.0	1	10.0	1	10.0	0	0.0
1998 Workforce	9	5	55.6	2	22.2	1	11.1	0	0.0	0	0.0
Professionals - Labor Market: 47.6 6.8 9.0 16.4 0.3											
1995 Work Force	2	1	50.0	0	0.0	1	50.0	1	50.0	0	0.0
1996 Goal	2	1	50.0	1	50.0	0	0.0	0	0.0	0	0.0
1996 Workforce	2	1	50.0	1	50.0	0	0.0	1	50.0	0	0.0
1997 Goal	2	1	50.0	0	0.0	1	50.0	0	0.0	0	0.0
1997 Workforce	4	3	75.0	1	25.0	0	0.0	2	50.0	0	0.0
1998 Goal	2	1	50.0	0	0.0	0	0.0	1	50.0	0	0.0
1998 Workforce	2	1	50.0	1	50.0	0	0.0	0	0.0	0	0.0
Paraprofessional - Labor Market: 67.4 8.4 17.2 19.0 0.5											
1995 Work Force	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1996 Goal	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1996 Workforce	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1997 Goal	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1997 Workforce	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1998 Goal	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1998 Workforce	5	5	100.0	0	0.0	1	20.0	0	0.0	0	0.0
Office / Clerical - Labor Market: 78.9 11.0 22.6 10.6 0.5											
1995 Work Force	6	6	100.0	0	0.0	1	16.7	0	0.0	0	0.0
1996 Goal	6	6	100.0	0	0.0	1	16.7	0	0.0	0	0.0
1996 Workforce	7	7	100.0	0	0.0	1	14.3	0	0.0	0	0.0
1997 Goal	6	6	100.0	1	16.7	1	16.7	0	0.0	0	0.0
1997 Workforce	8	8	100.0	0	0.0	1	12.5	0	0.0	0	0.0
1998 Goal	6	6	100.0	1	16.7	1	16.7	0	0.0	0	0.0
1998 Workforce	6	6	100.0	1	16.7	1	16.7	0	0.0	0	0.0
TOTAL (Bottom-line) - Labor Market: 42.6 8.3 25.8 10.5 0.4											
1995 Work Force	16	9	56.3	1	6.3	3	18.8	2	12.5	0	0.0
1996 Goal	18	10	55.6	2	11.1	2	11.1	1	5.6	0	0.0
1996 Workforce	18	12	66.7	2	11.1	2	11.1	2	11.1	0	0.0
1997 Goal	18	10	55.6	2	11.1	3	16.7	1	5.6	0	0.0
1997 Workforce	23	17	73.9	3	13.0	2	8.7	3	13.0	0	0.0
1998 Goal	18	10	55.6	2	11.1	2	11.1	2	11.1	0	0.0
1998 Workforce	22	17	77.3	4	18.2	3	13.6	0	0.0	0	0.0

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1996-1998

(Permanent Full-Time Work Force)

Department: CITY PROSECUTOR

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators - Labor Market: 36.4 5.3 13.1 9.4 0.4											
1995 Work Force	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1996 Goal	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1996 Work Force	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1997 Goal	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1997 Work Force	2	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1998 Goal	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1998 Work Force	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Professionals - Labor Market: 47.6 6.8 9.0 16.4 0.3											
1995 Work Force	15	6	40.0	0	0.0	0	0.0	0	0.0	0	0.0
1996 Goal	16	7	43.8	1	6.3	2	12.5	1	6.3	1	6.3
1996 Work Force	14	5	35.7	0	0.0	0	0.0	1	7.1	0	0.0
1997 Goal	16	7	43.8	1	6.3	2	12.5	1	6.3	1	6.3
1997 Work Force	14	5	35.7	0	0.0	1	7.1	0	0.0	0	0.0
1998 Goal	16	10	62.5	2	12.5	3	18.8	2	12.5	1	6.3
1998 Work Force	14	4	28.6	0	0.0	1	7.1	0	0.0	0	0.0
Paraprofessionals - Labor Market: 67.4 8.4 17.2 19.0 0.5											
1995 Work Force	2	2	100.0	0	0.0	0	0.0	0	0.0	0	0.0
1996 Goal	2	2	100.0	1	50.0	1	50.0	1	50.0	0	0.0
1996 Work Force	3	3	100.0	0	0.0	1	33.3	0	0.0	0	0.0
1997 Goal	2	2	100.0	2	100.0	2	100.0	1	50.0	1	50.0
1997 Work Force	3	3	100.0	0	0.0	1	33.3	0	0.0	0	0.0
1998 Goal	2	2	100.0	2	100.0	2	100.0	1	50.0	1	50.0
1998 Work Force	3	2	66.7	0	0.0	0	0.0	0	0.0	0	0.0
Office / Clerical - Labor Market: 78.9 11.0 22.6 10.6 0.5											
1995 Work Force	10	10	100.0	2	20.0	3	30.0	0	0.0	0	0.0
1996 Goal	10	10	100.0	3	30.0	4	40.0	1	10.0	1	10.0
1996 Work Force	10	10	100.0	3	30.0	0	0.0	0	0.0	0	0.0
1997 Goal	10	10	100.0	3	30.0	4	40.0	1	10.0	1	10.0
1997 Work Force	10	10	100.0	2	20.0	3	30.0	0	0.0	0	0.0
1998 Goal	11	11	100.0	4	36.4	5	45.5	2	18.2	2	18.2
1998 Work Force	11	11	100.0	2	18.2	4	36.4	0	0.0	0	0.0
TOTAL (Bottom-line) - Labor Market: 42.6 8.3 25.8 10.5 0.4											
1995 Work Force	28	18	64.3	2	7.1	3	10.7	0	0.0	0	0.0
1996 Goal	29	19	65.5	5	17.2	7	24.1	3	10.3	2	6.9
1996 Work Force	28	18	64.3	3	10.7	1	3.6	1	3.6	0	0.0
1997 Goal	29	19	65.5	6	20.7	8	27.6	3	10.3	3	10.3
1997 Work Force	29	18	62.1	2	6.9	5	17.2	0	0.0	0	0.0
1998 Goal	30	23	76.7	8	26.7	10	33.3	5	16.7	4	13.3
1998 Work Force	29	17	58.6	2	6.9	5	17.2	0	0.0	0	0.0

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1996-1998

(Permanent Full-Time Work Force)

Department: **CIVIL SERVICE**

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators - Labor Market: 36.4 5.3 13.1 9.4 0.4											
1995 Work Force	5	0	0.0	2	40.0	2	40.0	0	0.0	0	0.0
1996 Goal	5	0	0.0	2	40.0	2	40.0	0	0.0	0	0.0
1996 Workforce	5	0	0.0	2	40.0	2	40.0	0	0.0	0	0.0
1997 Goal	5	1	20.0	2	40.0	2	40.0	0	0.0	0	0.0
1997 Workforce	4	0	0.0	1	25.0	2	50.0	0	0.0	0	0.0
1998 Goal	5	1	20.0	2	40.0	2	40.0	0	0.0	0	0.0
1998 Workforce	4	0	0.0	1	25.0	2	50.0	0	0.0	0	0.0
Professionals - Labor Market: 47.6 6.8 9.0 16.4 0.3											
1995 Work Force	4	3	75.0	0	0.0	1	25.0	1	25.0	0	0.0
1996 Goal	4	2	50.0	1	25.0	1	25.0	1	25.0	0	0.0
1996 Workforce	4	3	75.0	1	25.0	0	0.0	1	25.0	0	0.0
1997 Goal	4	2	50.0	1	25.0	1	25.0	1	25.0	0	0.0
1997 Workforce	6	3	50.0	1	16.7	1	16.7	1	16.7	0	0.0
1998 Goal	4	2	50.0	1	25.0	1	25.0	1	25.0	0	0.0
1998 Workforce	6	3	50.0	1	16.7	2	33.3	1	16.7	0	0.0
Paraprofessionals - Labor Market: 67.4 8.4 17.2 19.0 0.5											
1995 Work Force	2	2	100.0	1	50.0	0	0.0	0	0.0	0	0.0
1996 Goal	2	2	100.0	1	50.0	0	0.0	0	0.0	0	0.0
1996 Workforce	2	2	100.0	1	50.0	0	0.0	0	0.0	0	0.0
1997 Goal	2	2	100.0	1	50.0	0	0.0	0	0.0	0	0.0
1997 Workforce	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
1998 Goal	2	2	100.0	1	50.0	0	0.0	0	0.0	0	0.0
1998 Workforce	2	2	100.0	1	50.0	0	0.0	0	0.0	0	0.0
Office / Clerical - Labor Market: 78.9 11.0 22.6 10.6 0.5											
1995 Work Force	6	5	83.3	2	33.3	2	33.3	1	16.7	0	0.0
1996 Goal	5	5	100.0	2	40.0	2	40.0	1	20.0	0	0.0
1996 Workforce	7	6	85.7	3	42.9	2	28.6	1	14.3	0	0.0
1997 Goal	5	5	100.0	2	40.0	2	40.0	1	20.0	0	0.0
1997 Workforce	6	6	100.0	3	50.0	2	33.3	1	16.7	0	0.0
1998 Goal	5	5	100.0	2	40.0	2	40.0	1	20.0	0	0.0
1998 Workforce	5	5	100.0	2	40.0	2	40.0	1	20.0	0	0.0
TOTAL (Bottom-line) - Labor Market: 42.6 8.3 25.8 10.5 0.4											
1995 Work Force	17	10	58.8	5	29.4	5	29.4	2	11.8	0	0.0
1996 Goal	16	9	56.3	6	37.5	5	31.3	2	12.5	0	0.0
1996 Workforce	18	11	61.1	7	38.9	4	22.2	2	11.1	0	0.0
1997 Goal	16	10	62.5	6	37.5	5	31.3	2	12.5	0	0.0
1997 Workforce	17	10	58.8	5	29.4	5	29.4	2	11.8	0	0.0
1998 Goal	16	10	62.5	6	37.5	5	31.3	2	12.5	0	0.0
1998 Workforce	17	10	58.8	5	29.4	6	35.3	2	11.8	0	0.0

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1996-1998

(Permanent Full-Time Work Force)

Department: COMMUNITY DEVELOPMENT

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators - Labor Market: 36.4 5.3 13.1 9.4 0.4											
1995 Work Force	15	5	33.3	2	13.3	0	0.0	0	0.0	0	0.0
1996 Goal	18	5	27.8	2	11.1	1	5.6	1	5.6	0	0.0
1996 Work Force	19	5	26.3	3	15.8	0	0.0	1	5.3	0	0.0
1997 Goal	18	6	33.3	2	11.1	1	5.6	1	5.6	0	0.0
1997 Work Force	19	8	42.1	4	21.1	0	0.0	3	15.8	0	0.0
1998 Goal	18	6	33.3	2	11.1	1	5.6	1	5.6	0	0.0
1998 Work Force	21	9	42.9	4	19.0	0	0.0	3	14.3	0	0.0
Professionals - Labor Market: 47.6 6.8 9.0 16.4 0.3											
1995 Work Force	26	13	50.0	1	3.8	6	23.1	5	19.2	0	0.0
1996 Goal	29	14	48.3	2	6.9	8	27.6	4	13.8	0	0.0
1996 Work Force	29	14	48.3	2	6.9	6	20.7	5	17.2	0	0.0
1997 Goal	30	15	50.0	3	10.0	8	26.7	4	13.3	0	0.0
1997 Work Force	25	11	44.0	3	12.0	6	24.0	1	4.0	0	0.0
1998 Goal	32	15	46.9	3	9.4	10	31.3	4	12.5	0	0.0
1998 Work Force	23	10	43.5	2	8.7	5	21.7	2	8.7	0	0.0
Technicians - Labor Market: 41.1 8.3 16.2 21.2 0.3											
1995 Work Force	6	2	33.3	4	66.7	0	0.0	0	0.0	0	0.0
1996 Goal	6	2	33.3	4	66.7	0	0.0	0	0.0	0	0.0
1996 Work Force	5	2	40.0	4	80.0	0	0.0	0	0.0	0	0.0
1997 Goal	6	2	33.3	4	66.7	0	0.0	0	0.0	0	0.0
1997 Work Force	5	2	40.0	4	80.0	0	0.0	0	0.0	0	0.0
1998 Goal	6	2	33.3	4	66.7	0	0.0	0	0.0	0	0.0
1998 Work Force	5	1	20.0	4	80.0	0	0.0	0	0.0	0	0.0
Paraprofessionals - Labor Market: 67.4 8.4 17.2 19.0 0.5											
1995 Work Force	2	2	100.0	1	50.0	0	0.0	0	0.0	0	0.0
1996 Goal	2	2	100.0	1	50.0	0	0.0	0	0.0	0	0.0
1996 Work Force	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
1997 Goal	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
1997 Work Force	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
1998 Goal	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
1998 Work Force	3	3	100.0	0	0.0	0	0.0	0	0.0	0	0.0
Office / Clerical - Labor Market: 78.9 11.0 22.6 10.6 0.5											
1995 Work Force	54	47	87.0	12	22.2	11	20.4	10	18.5	0	0.0
1996 Goal	55	48	87.3	12	21.8	12	21.8	10	18.2	0	0.0
1996 Work Force	55	49	89.1	13	23.6	12	21.8	9	16.4	0	0.0
1997 Goal	55	46	83.6	12	21.8	14	25.5	10	18.2	0	0.0
1997 Work Force	49	46	93.9	11	22.4	15	30.6	7	14.3	1	2.0
1998 Goal	55	46	83.6	12	21.8	14	25.5	10	18.2	0	0.0
1998 Work Force	45	41	91.1	11	24.4	14	31.1	4	8.9	3	6.7
TOTAL (Bottom-line) - Labor Market: 42.6 8.3 25.8 10.5 0.4											
1995 Work Force	103	69	67.0	20	19.4	17	16.5	15	14.6	0	0.0
1996 Goal	110	71	64.5	21	19.1	21	19.1	15	13.6	0	0.0
1996 Work Force	109	71	65.1	22	20.2	18	16.5	15	13.8	0	0.0
1997 Goal	110	70	63.6	21	19.1	23	20.9	15	13.6	0	0.0
1997 Work Force	99	68	68.7	22	22.2	21	21.2	11	11.1	1	1.0
1998 Goal	112	70	62.5	21	18.8	25	22.3	15	13.4	0	0.0
1998 Work Force	97	64	66.0	21	21.6	19	19.6	9	9.3	3	3.1

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1996-1998

(Permanent Full-Time Work Force)

Department: FINANCIAL MANAGEMENT

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators - Labor Market: 36.4 5.3 13.1 9.4 0.4											
1995 Work Force	14	5	35.7	1	7.1	1	7.1	0	0.0	0	0.0
1996 Goal	14	5	35.7	1	7.1	1	7.1	1	7.1	0	0.0
1996 Work Force	12	5	41.7	2	16.7	1	8.3	0	0.0	0	0.0
1997 Goal	14	5	35.7	1	7.1	2	14.3	1	7.1	0	0.0
1997 Work Force	13	6	46.2	2	15.4	1	7.7	0	0.0	0	0.0
1998 Goal	14	6	42.9	1	7.1	2	14.3	1	7.1	0	0.0
1998 Work Force	14	7	50.0	3	21.4	1	7.1	0	0.0	0	0.0
Professionals - Labor Market: 47.6 6.8 9.0 16.4 0.3											
1995 Work Force	26	12	46.2	3	11.5	2	7.7	9	34.6	0	0.0
1996 Goal	26	12	46.2	3	11.5	2	7.7	9	34.6	0	0.0
1996 Work Force	24	12	50.0	3	12.5	3	12.5	8	33.3	0	0.0
1997 Goal	26	12	46.2	3	11.5	3	11.5	8	30.8	0	0.0
1997 Work Force	26	14	53.8	4	15.4	3	11.5	8	30.8	0	0.0
1998 Goal	26	13	50.0	3	11.5	3	11.5	8	30.8	0	0.0
1998 Work Force	27	15	55.6	3	11.1	4	14.8	8	29.6	0	0.0
Technicians - Labor Market: 41.1 8.3 16.2 21.2 0.3											
1995 Work Force	3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1996 Goal	3	1	33.3	0	0.0	0	0.0	0	0.0	0	0.0
1996 Work Force	2	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1997 Goal	3	1	33.3	0	0.0	0	0.0	0	0.0	0	0.0
1997 Work Force	2	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1998 Goal	3	1	33.3	0	0.0	0	0.0	1	33.3	0	0.0
1998 Work Force	2	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Paraprofessionals - Labor Market: 67.4 8.4 17.2 19.0 0.5											
1995 Work Force	7	5	71.4	2	28.6	0	0.0	2	28.6	0	0.0
1996 Goal	7	5	71.4	2	28.6	1	14.3	2	28.6	0	0.0
1996 Work Force	7	5	71.4	2	28.6	0	0.0	2	28.6	0	0.0
1997 Goal	7	5	71.4	2	28.6	1	14.3	2	28.6	0	0.0
1997 Work Force	7	5	71.4	1	14.3	1	14.3	2	28.6	0	0.0
1998 Goal	7	5	71.4	2	28.6	1	14.3	2	28.6	0	0.0
1998 Work Force	8	6	75.0	1	12.5	1	12.5	3	37.5	0	0.0
Office / Clerical - Labor Market: 78.9 11.0 22.6 10.6 0.5											
1995 Work Force	109	93	85.3	32	29.4	18	16.5	13	11.9	2	1.8
1996 Goal	112	93	83.0	32	28.6	19	17.0	13	11.6	2	1.8
1996 Work Force	99	85	85.9	31	31.3	17	17.2	13	13.1	2	2.0
1997 Goal	112	93	83.0	31	27.7	20	17.9	13	11.6	2	1.8
1997 Work Force	93	79	84.9	28	30.1	16	17.2	13	14.0	1	1.1
1998 Goal	112	92	82.1	30	26.8	22	19.6	13	11.6	2	1.8
1998 Work Force	97	81	83.5	32	33.0	17	17.5	12	12.4	1	1.0
TOTAL (Bottom-line) - Labor Market: 42.6 8.3 25.8 10.5 0.4											
1995 Work Force	159	115	72.3	38	23.9	21	13.2	24	15.1	2	1.3
1996 Goal	162	116	71.6	38	23.5	23	14.2	25	15.4	2	1.2
1996 Work Force	144	107	74.3	38	26.4	21	14.6	23	16.0	2	1.4
1997 Goal	162	116	71.6	37	22.8	26	16.0	24	14.8	2	1.2
1997 Work Force	141	104	73.8	35	24.8	21	14.9	23	16.3	1	0.7
1998 Goal	162	117	72.2	36	22.2	28	17.3	25	15.4	2	1.2
1998 Work Force	148	109	73.6	39	26.4	23	15.5	23	15.5	1	0.7

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1996-1998

(Permanent Full-Time Work Force)

Department: FIRE

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators - Labor Market:											
1995 Work Force	6	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1996 Goal	7	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1996 Work Force	7	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1997 Goal	7	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1997 Work Force	7	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1998 Goal	7	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1998 Work Force	7	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Professionals - Labor Market:											
1995 Work Force	5	2	40.0	1	20.0	0	0.0	1	20.0	0	0.0
1996 Goal	4	2	50.0	1	25.0	0	0.0	1	25.0	0	0.0
1996 Work Force	4	2	50.0	1	25.0	0	0.0	1	25.0	0	0.0
1997 Goal	4	2	50.0	1	25.0	0	0.0	1	25.0	0	0.0
1997 Work Force	4	2	50.0	1	25.0	0	0.0	1	25.0	0	0.0
1998 Goal	4	2	50.0	1	25.0	0	0.0	1	25.0	0	0.0
1998 Work Force	5	3	60.0	1	20.0	0	0.0	1	20.0	0	0.0
Protective Services - Labor Market:											
1995 Work Force	443	9	2.0	25	5.6	58	13.1	10	2.3	2	0.5
1996 Goal	464	9	1.9	29	6.3	61	13.1	12	2.6	3	0.6
1996 Work Force	452	9	2.0	28	6.2	60	13.3	12	2.7	2	0.4
1997 Goal	464	13	2.8	32	6.9	63	13.6	14	3.0	3	0.6
1997 Work Force	439	11	2.5	31	7.1	60	13.7	15	3.4	2	0.5
1998 Goal	464	15	3.2	35	7.5	65	14.0	16	3.4	3	0.6
1998 Work Force	460	12	2.6	38	8.3	63	13.7	16	3.5	2	0.4
Paraprofessionals - Labor Market:											
1995 Work Force	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
1996 Goal	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
1996 Work Force	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
1997 Goal	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
1997 Work Force	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
1998 Goal	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
1998 Work Force	2	2	100.0	0	0.0	1	50.0	0	0.0	1	50.0
Office / Clerical - Labor Market:											
1995 Work Force	33	26	78.8	2	6.1	4	12.1	1	3.0	0	0.0
1996 Goal	34	27	79.4	2	5.9	5	14.7	1	2.9	0	0.0
1996 Work Force	33	26	78.8	2	6.1	3	9.1	2	6.1	0	0.0
1997 Goal	34	27	79.4	2	5.9	5	14.7	1	2.9	0	0.0
1997 Work Force	32	26	81.3	2	6.3	3	9.4	2	6.3	0	0.0
1998 Goal	34	27	79.4	2	5.9	5	14.7	1	2.9	0	0.0
1998 Work Force	33	27	81.8	2	6.1	4	12.1	1	3.0	0	0.0

DEPARTMENTAL AFFIRMATIVE ACTION GOALS

Department: FIRE continued

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Skilled Craft	- Labor Market:		3.6		5.6		42.5		5.7		0.5
1995 Work Force	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1996 Goal	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1996 Work Force	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1997 Goal	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1997 Work Force	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1998 Goal	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1998 Work Force	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
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TOTAL	(Bottom-line) - Labor Market:		42.6		8.3		25.8		10.5		0.4
1995 Work Force	489	38	7.8	28	5.7	62	12.7	12	2.5	2	0.4
1996 Goal	511	39	7.6	32	6.3	66	12.9	14	2.7	3	0.6
1996 Work Force	498	38	7.6	31	6.2	63	12.7	15	3.0	2	0.4
1997 Goal	511	43	8.4	35	6.8	68	13.3	16	3.1	3	0.6
1997 Work Force	484	40	8.3	34	7.0	63	13.0	18	3.7	2	0.4
1998 Goal	511	45	8.8	38	7.4	70	13.7	18	3.5	3	0.6
1998 Work Force	508	44	8.7	41	8.1	68	13.4	18	3.5	3	0.6

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1996-1998

(Permanent Full-Time Work Force)

Department: FIRE - SWORN (Firefighter classifications including Fire Recruit)

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators - Labor Market:											
1995 Work Force	4	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1996 Goal	4	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1996 Work Force	4	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1997 Goal	4	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1997 Work Force	3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1998 Goal	4	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1998 Work Force	4	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Protective Services - Labor Market:											
1995 Work Force	418	7	1.7	25	6.0	57	13.6	9	2.2	2	0.5
1996 Goal	438	7	1.6	29	6.6	60	13.7	11	2.5	3	0.7
1996 Work Force	427	7	1.6	28	6.6	59	13.8	11	2.6	2	0.5
1997 Goal	438	11	2.5	32	7.3	62	14.2	13	3.0	3	0.7
1997 Work Force	414	9	2.2	31	7.5	59	14.3	14	3.4	2	0.5
1998 Goal	438	13	3.0	35	8.0	64	14.6	15	3.4	3	0.7
1998 Work Force	417	8	1.9	32	7.7	61	14.6	15	3.6	2	0.5

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1996-1998

(Permanent Full-Time Work Force)

Department: GAS & ELECTRIC

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators - Labor Market: 36.4 5.3 13.1 9.4 0.4											
1995 Work Force	6	1	16.7	0	0.0	0	0.0	1	16.7	0	0.0
1996 Goal	6	1	16.7	0	0.0	0	0.0	1	16.7	0	0.0
1996 Work Force	6	1	16.7	0	0.0	0	0.0	1	16.7	0	0.0
1997 Goal	6	1	16.7	0	0.0	0	0.0	1	16.7	0	0.0
1997 Work Force	5	1	20.0	0	0.0	0	0.0	1	20.0	0	0.0
1998 Goal	6	1	16.7	0	0.0	0	0.0	1	16.7	0	0.0
1998 Work Force	6	2	33.3	0	0.0	0	0.0	2	33.3	0	0.0
Professionals - Labor Market: 47.6 6.8 9.0 16.4 0.3											
1995 Work Force	9	3	33.3	0	0.0	0	0.0	3	33.3	0	0.0
1996 Goal	11	3	27.3	0	0.0	0	0.0	3	27.3	0	0.0
1996 Work Force	12	4	33.3	0	0.0	0	0.0	3	25.0	0	0.0
1997 Goal	11	4	36.4	0	0.0	0	0.0	3	27.3	0	0.0
1997 Work Force	12	4	33.3	0	0.0	0	0.0	3	25.0	0	0.0
1998 Goal	11	4	36.4	0	0.0	0	0.0	3	27.3	0	0.0
1998 Work Force	11	4	36.4	0	0.0	0	0.0	3	27.3	0	0.0
Technicians - Labor Market: 41.1 8.3 16.2 21.2 0.3											
1995 Work Force	13	3	23.1	2	15.4	2	15.4	1	7.7	1	7.7
1996 Goal	13	3	23.1	2	15.4	2	15.4	1	7.7	1	7.7
1996 Work Force	13	3	23.1	2	15.4	2	15.4	1	7.7	1	7.7
1997 Goal	13	3	23.1	2	15.4	2	15.4	1	7.7	1	7.7
1997 Work Force	13	4	30.8	1	7.7	2	15.4	1	7.7	1	7.7
1998 Goal	13	3	23.1	2	15.4	2	15.4	1	7.7	1	7.7
1998 Work Force	13	5	38.5	1	7.7	2	15.4	1	7.7	1	7.7
Paraprofessionals - Labor Market: 67.4 8.4 17.2 19.0 0.5											
1995 Work Force	4	4	100.0	0	0.0	1	25.0	1	25.0	0	0.0
1996 Goal	4	4	100.0	0	0.0	1	25.0	1	25.0	0	0.0
1996 Work Force	3	3	100.0	0	0.0	1	33.3	1	33.3	0	0.0
1997 Goal	4	4	100.0	0	0.0	1	25.0	1	25.0	0	0.0
1997 Work Force	3	3	100.0	0	0.0	1	33.3	1	33.3	0	0.0
1998 Goal	4	4	100.0	0	0.0	1	25.0	1	25.0	0	0.0
1998 Work Force	4	4	100.0	0	0.0	2	50.0	1	25.0	0	0.0
Office / Clerical - Labor Market: 78.9 11.0 22.6 10.6 0.5											
1995 Work Force	16	13	81.3	6	37.5	3	18.8	3	18.8	0	0.0
1996 Goal	19	13	68.4	6	31.6	4	21.1	3	15.8	0	0.0
1996 Work Force	18	13	72.2	7	38.9	3	16.7	3	16.7	0	0.0
1997 Goal	19	13	68.4	6	31.6	4	21.1	3	15.8	0	0.0
1997 Work Force	19	13	68.4	7	36.8	4	21.1	3	15.8	0	0.0
1998 Goal	19	13	68.4	6	31.6	4	21.1	3	15.8	0	0.0
1998 Work Force	16	11	68.8	6	37.5	3	18.8	3	18.8	0	0.0

DEPARTMENTAL AFFIRMATIVE ACTION GOALS

Department: **GAS & ELECTRIC continued**

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian		
		#	%	#	%	#	%	#	%	#	%	
Skilled Craft - Labor Market: 3.6 5.6 42.5 5.7 0.5												
1995 Work Force	43	0	0.0	3	7.0	9	20.9	3	7.0	2	4.7	
1996 Goal	50	0	0.0	3	6.0	11	22.0	3	6.0	2	4.0	
1996 Work Force	46	0	0.0	3	6.5	8	17.4	3	6.5	3	6.5	
1997 Goal	50	0	0.0	3	6.0	11	22.0	3	6.0	2	4.0	
1997 Work Force	44	0	0.0	3	6.8	7	15.9	3	6.8	3	6.8	
1998 Goal	50	0	0.0	3	6.0	11	22.0	3	6.0	2	4.0	
1998 Work Force	49	0	0.0	4	8.2	8	16.3	3	6.1	3	6.1	
Service / Maintenance - Labor Market: 3.6 5.6 42.5 5.7 0.5												
1995 Work Force	101	4	4.0	27	26.7	18	17.8	3	3.0	0	0.0	
1996 Goal	105	4	3.8	27	25.7	20	19.0	4	3.8	0	0.0	
1996 Work Force	97	4	4.1	23	23.7	19	19.6	5	5.2	0	0.0	
1997 Goal	105	4	3.8	27	25.7	21	20.0	4	3.8	0	0.0	
1997 Work Force	106	4	3.8	25	23.6	21	19.8	7	6.6	0	0.0	
1998 Goal	105	4	3.8	27	25.7	21	20.0	4	3.8	0	0.0	
1998 Work Force	102	4	3.9	24	23.5	21	20.6	7	6.9	0	0.0	
TOTAL (Bottom-line) - Labor Market: 42.6 8.3 25.8 10.5 0.4												
1995 Work Force	192	28	14.6	38	19.8	33	17.2	15	7.8	3	1.6	
1996 Goal	208	28	13.5	38	18.3	38	18.3	16	7.7	3	1.4	
1996 Work Force	195	28	14.4	35	17.9	33	16.9	17	8.7	4	2.1	
1997 Goal	208	29	13.9	38	18.3	39	18.8	16	7.7	3	1.4	
1997 Work Force	202	29	14.4	36	17.8	35	17.3	19	9.4	4	2.0	
1998 Goal	208	29	13.9	38	18.3	39	18.8	16	7.7	3	1.4	
1998 Work Force	201	30	14.9	35	17.4	36	17.9	20	10.0	4	2.0	

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1996-1998

(Permanent Full-Time Work Force)

Department: **HARBOR**

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators - Labor Market:											
1995 Work Force	14	3	21.4	1	7.1	0	0.0	0	0.0	0	0.0
1996 Goal	14	3	21.4	1	7.1	0	0.0	0	0.0	0	0.0
1996 Work Force	13	4	30.8	0	0.0	0	0.0	0	0.0	0	0.0
1997 Goal	14	4	28.6	1	7.1	0	0.0	0	0.0	0	0.0
1997 Work Force	14	4	28.6	0	0.0	0	0.0	1	7.1	0	0.0
1998 Goal	14	4	28.6	1	7.1	1	7.1	0	0.0	0	0.0
1998 Work Force	14	4	28.6	0	0.0	0	0.0	1	7.1	0	0.0
Professionals - Labor Market:											
1995 Work Force	58	12	20.7	4	6.9	5	8.6	10	17.2	0	0.0
1996 Goal	58	14	24.1	4	6.9	5	8.6	10	17.2	0	0.0
1996 Work Force	61	16	26.2	4	6.6	5	8.2	12	19.7	0	0.0
1997 Goal	58	15	25.9	5	8.6	5	8.6	10	17.2	0	0.0
1997 Work Force	65	18	27.7	4	6.2	4	6.2	12	18.5	0	0.0
1998 Goal	58	16	27.6	6	10.3	6	10.3	10	17.2	0	0.0
1998 Work Force	66	18	27.3	4	6.1	5	7.6	14	21.2	0	0.0
Technicians - Labor Market:											
1995 Work Force	26	4	15.4	0	0.0	5	19.2	2	7.7	0	0.0
1996 Goal	26	4	15.4	0	0.0	5	19.2	2	7.7	0	0.0
1996 Work Force	23	4	17.4	0	0.0	3	13.0	2	8.7	0	0.0
1997 Goal	26	5	19.2	0	0.0	5	19.2	3	11.5	0	0.0
1997 Work Force	27	4	14.8	0	0.0	5	18.5	3	11.1	0	0.0
1998 Goal	26	6	23.1	0	0.0	5	19.2	4	15.4	0	0.0
1998 Work Force	28	5	17.9	1	3.6	5	17.9	2	7.1	0	0.0
Protective Services - Labor Market:											
1995 Work Force	30	3	10.0	7	23.3	4	13.3	1	3.3	0	0.0
1996 Goal	30	3	10.0	7	23.3	4	13.3	1	3.3	0	0.0
1996 Work Force	28	2	7.1	6	21.4	4	14.3	1	3.6	0	0.0
1997 Goal	30	4	13.3	7	23.3	5	16.7	1	3.3	0	0.0
1997 Work Force	30	2	6.7	7	23.3	4	13.3	1	3.3	0	0.0
1998 Goal	30	5	16.7	7	23.3	6	20.0	1	3.3	0	0.0
1998 Work Force	32	3	9.4	7	21.9	4	12.5	2	6.3	0	0.0
Paraprofessionals - Labor Market:											
1995 Work Force	5	4	80.0	0	0.0	0	0.0	0	0.0	0	0.0
1996 Goal	5	3	60.0	0	0.0	1	20.0	0	0.0	0	0.0
1996 Work Force	2	1	50.0	0	0.0	0	0.0	0	0.0	0	0.0
1997 Goal	5	3	60.0	0	0.0	1	20.0	0	0.0	0	0.0
1997 Work Force	2	1	50.0	0	0.0	0	0.0	0	0.0	0	0.0
1998 Goal	5	3	60.0	0	0.0	1	20.0	0	0.0	0	0.0
1998 Work Force	2	1	50.0	0	0.0	0	0.0	0	0.0	0	0.0
Office / Clerical - Labor Market:											
1995 Work Force	50	43	86.0	11	22.0	6	12.0	8	16.0	0	0.0
1996 Goal	50	43	86.0	10	20.0	6	12.0	8	16.0	1	2.0
1996 Work Force	48	40	83.3	10	20.8	5	10.4	8	16.7	0	0.0
1997 Goal	50	42	84.0	10	20.0	7	14.0	8	16.0	1	2.0
1997 Work Force	51	42	82.4	11	21.6	6	11.8	9	17.6	0	0.0
1998 Goal	50	40	80.0	9	18.0	9	18.0	7	14.0	1	2.0
1998 Work Force	49	40	81.6	11	22.4	6	12.2	7	14.3	0	0.0

DEPARTMENTAL AFFIRMATIVE ACTION GOALS

Department: HARBOR continued

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Skilled Craft - Labor Market:											
1995 Work Force	53	0	0.0	8	15.1	2	3.8	0	0.0	0	0.0
1996 Goal	53	0	0.0	8	15.1	3	5.7	0	0.0	0	0.0
1996 Work Force			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
1997 Goal	53	0	0.0	8	15.1	4	7.5	0	0.0	0	0.0
1997 Work Force			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
1998 Goal	53	0	0.0	8	15.1	6	11.3	0	0.0	0	0.0
1998 Work Force			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
Service / Maintenance - Labor Market:											
1995 Work Force	41	2	4.9	17	41.5	10	24.4	1	2.4	0	0.0
1996 Goal	41	3	7.3	16	39.0	11	26.8	1	2.4	0	0.0
1996 Work Force			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
1997 Goal	41	4	9.8	15	36.6	12	29.3	2	4.9	0	0.0
1997 Work Force			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
1998 Goal	41	5	12.2	14	34.1	14	34.1	2	4.9	0	0.0
1998 Work Force			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
TOTAL (Bottom-line) - Labor Market:											
1995 Work Force	277	71	25.6	48	17.3	32	11.6	22	7.9	0	0.0
1996 Goal	277	73	26.4	46	16.6	35	12.6	22	7.9	1	0.4
1996 Work Force	175	67	38.3	20	11.4	17	9.7	23	13.1	0	0.0
1997 Goal	277	77	27.8	46	16.6	39	14.1	24	8.7	1	0.4
1997 Work Force	189	71	37.6	22	11.6	19	10.1	26	13.8	0	0.0
1998 Goal	277	79	28.5	45	16.2	48	17.3	24	8.7	1	0.4
1998 Work Force	191	71	37.2	23	12.0	20	10.5	26	13.6	0	0.0

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1996-1998

(Permanent Full-Time Work Force)

Department: HEALTH & HUMAN SERVICES

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators - Labor Market:											
			36.4		5.3		13.1		9.4		0.4
1995 Work Force	13	5	38.5	2	15.4	3	23.1	3	23.1	0	0.0
1996 Goal	13	5	38.5	2	15.4	3	23.1	3	23.1	0	0.0
1996 Work Force	13	6	46.2	2	15.4	3	23.1	3	23.1	0	0.0
1997 Goal	14	6	42.9	2	14.3	3	21.4	3	21.4	0	0.0
1997 Work Force	15	7	46.7	3	20.0	3	20.0	3	20.0	0	0.0
1998 Goal	14	6	42.9	2	14.3	3	21.4	3	21.4	0	0.0
1998 Work Force	15	7	46.7	3	20.0	3	20.0	3	20.0	0	0.0
Professionals - Labor Market:											
			47.6		6.8		9.0		16.4		0.3
1995 Work Force	68	47	69.1	9	13.2	6	8.8	17	25.0	0	0.0
1996 Goal	68	47	69.1	9	13.2	6	8.8	17	25.0	0	0.0
1996 Work Force	74	54	73.0	9	12.2	10	13.5	20	27.0	0	0.0
1997 Goal	70	48	68.6	9	12.9	7	10.0	17	24.3	0	0.0
1997 Work Force	76	52	68.4	8	10.5	9	11.8	23	30.3	0	0.0
1998 Goal	71	48	67.6	10	14.1	7	9.9	17	23.9	0	0.0
1998 Work Force	81	54	66.7	8	9.9	10	12.3	25	30.9	0	0.0
Technicians - Labor Market:											
			41.1		8.3		16.2		21.2		0.3
1995 Work Force	9	4	44.4	0	0.0	1	11.1	6	66.7	0	0.0
1996 Goal	9	4	44.4	0	0.0	1	11.1	6	66.7	0	0.0
1996 Work Force	9	4	44.4	1	11.1	1	11.1	4	44.4	0	0.0
1997 Goal	10	4	40.0	1	10.0	1	10.0	6	60.0	0	0.0
1997 Work Force	9	3	33.3	1	11.1	1	11.1	4	44.4	0	0.0
1998 Goal	10	4	40.0	1	10.0	1	10.0	6	60.0	0	0.0
1998 Work Force	9	3	33.3	1	11.1	1	11.1	4	44.4	0	0.0
Protective Services - Labor Market:											
			16.0		18.8		20.7		5.9		0.7
1995 Work Force	15	7	46.7	0	0.0	1	6.7	0	0.0	0	0.0
1996 Goal	15	7	46.7	0	0.0	1	6.7	0	0.0	0	0.0
1996 Work Force	17	9	52.9	1	5.9	2	11.8	0	0.0	0	0.0
1997 Goal	15	7	46.7	0	0.0	1	6.7	0	0.0	0	0.0
1997 Work Force	15	7	46.7	1	6.7	2	13.3	0	0.0	0	0.0
1998 Goal	16	7	43.8	1	6.3	1	6.3	0	0.0	0	0.0
1998 Work Force	18	9	50.0	1	5.6	4	22.2	0	0.0	0	0.0
Paraprofessionals - Labor Market:											
			67.4		8.4		17.2		19.0		0.5
1995 Work Force	4	3	75.0	0	0.0	1	25.0	3	75.0	0	0.0
1996 Goal	4	3	75.0	0	0.0	1	25.0	3	75.0	0	0.0
1996 Work Force	4	3	75.0	0	0.0	1	25.0	3	75.0	0	0.0
1997 Goal	4	3	75.0	0	0.0	1	25.0	3	75.0	0	0.0
1997 Work Force	3	3	100.0	0	0.0	0	0.0	3	100.0	0	0.0
1998 Goal	5	3	60.0	1	20.0	1	20.0	3	60.0	0	0.0
1998 Work Force	5	5	100.0	0	0.0	0	0.0	4	80.0	0	0.0

DEPARTMENTAL AFFIRMATIVE ACTION GOALS

Department: **HEALTH & HUMAN SERVICES continued**

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%

Office / Clerical - Labor Market: 78.9 11.0 22.6 10.6 0.5

1995 Work Force	50	48	96.0	10	20.0	15	30.0	11	22.0	0	0.0
1996 Goal	52	48	92.3	10	19.2	15	28.8	11	21.2	0	0.0
1996 Work Force	50	47	94.0	9	18.0	14	28.0	14	28.0	0	0.0
1997 Goal	52	48	92.3	10	19.2	15	28.8	11	21.2	0	0.0
1997 Work Force	56	54	96.4	10	17.9	13	23.2	16	28.6	0	0.0
1998 Goal	54	48	88.9	11	20.4	15	27.8	12	22.2	0	0.0
1998 Work Force	54	50	92.6	9	16.7	15	27.8	16	29.6	1	1.9

Service / Maintenance - Labor Market: 3.6 5.6 42.5 5.7 0.5

1995 Work Force	10	3	30.0	7	70.0	3	30.0	0	0.0	0	0.0
1996 Goal	10	3	30.0	7	70.0	3	30.0	0	0.0	0	0.0
1996 Work Force	10	3	30.0	7	70.0	3	30.0	0	0.0	0	0.0
1997 Goal	11	3	27.3	7	63.6	4	36.4	0	0.0	0	0.0
1997 Work Force	9	2	22.2	7	77.8	2	22.2	0	0.0	0	0.0
1998 Goal	11	3	27.3	7	63.6	4	36.4	0	0.0	0	0.0
1998 Work Force	9	1	11.1	7	77.8	2	22.2	0	0.0	0	0.0

TOTAL (Bottom-line) - Labor Market: 42.6 8.3 25.8 10.5 0.4

1995 Work Force	169	117	69.2	28	16.6	30	17.8	40	23.7	0	0.0
1996 Goal	171	117	68.4	28	16.4	30	17.5	40	23.4	0	0.0
1996 Work Force	177	126	71.2	29	16.4	34	19.2	44	24.9	0	0.0
1997 Goal	176	119	67.6	29	16.5	32	18.2	40	22.7	0	0.0
1997 Work Force	183	128	69.9	30	16.4	30	16.4	49	26.8	0	0.0
1998 Goal	181	119	65.7	33	18.2	32	17.7	41	22.7	0	0.0
1998 Work Force	191	129	67.5	29	15.2	35	18.3	52	27.2	1	0.5

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1996-1998

(Permanent Full-Time Work Force)

Department: HUMAN RESOURCES & AFFIRMATIVE ACTION

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators - Labor Market: 36.4 5.3 13.1 9.4 0.4											
1995 Work Force	6	3	50.0	0	0.0	3	50.0	0	0.0	0	0.0
1996 Goal	6	3	50.0	0	0.0	3	50.0	0	0.0	0	0.0
1996 Work Force	6	3	50.0	0	0.0	2	33.3	1	16.7	0	0.0
1997 Goal	6	3	50.0	0	0.0	3	50.0	0	0.0	0	0.0
1997 Work Force	6	3	50.0	0	0.0	2	33.3	1	16.7	0	0.0
1998 Goal	6	3	50.0	0	0.0	3	50.0	0	0.0	0	0.0
1998 Work Force	6	3	50.0	0	0.0	2	33.3	1	16.7	0	0.0
Professionals - Labor Market: 47.6 6.8 9.0 16.4 0.3											
1995 Work Force	4	3	75.0	1	25.0	0	0.0	0	0.0	0	0.0
1996 Goal	4	3	75.0	1	25.0	0	0.0	0	0.0	0	0.0
1996 Work Force	4	3	75.0	1	25.0	0	0.0	0	0.0	0	0.0
1997 Goal	4	3	75.0	1	25.0	0	0.0	0	0.0	0	0.0
1997 Work Force	3	2	66.7	1	33.3	0	0.0	0	0.0	0	0.0
1998 Goal	4	3	75.0	1	25.0	0	0.0	0	0.0	0	0.0
1998 Work Force	5	3	60.0	1	20.0	1	20.0	0	0.0	0	0.0
Technicians - Labor Market: 41.1 8.3 16.2 21.2 0.3											
1995 Work Force	2	2	100.0	1	50.0	1	50.0	0	0.0	0	0.0
1996 Goal	2	2	100.0	1	50.0	1	50.0	0	0.0	0	0.0
1996 Work Force	3	3	100.0	1	33.3	1	33.3	0	0.0	0	0.0
1997 Goal	2	2	100.0	1	50.0	1	50.0	0	0.0	0	0.0
1997 Work Force	2	2	100.0	0	0.0	1	50.0	0	0.0	0	0.0
1998 Goal	2	2	100.0	1	50.0	1	50.0	0	0.0	0	0.0
1998 Work Force	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Paraprofessionals - Labor Market: 67.4 8.4 17.2 19.0 0.5											
1995 Work Force	1	1	100.0	0	0.0	0	0.0	1	100.0	0	0.0
1996 Goal	1	1	100.0	0	0.0	0	0.0	1	100.0	0	0.0
1996 Work Force	1	1	100.0	0	0.0	0	0.0	1	100.0	0	0.0
1997 Goal	1	1	100.0	0	0.0	0	0.0	1	100.0	0	0.0
1997 Work Force	1	1	100.0	0	0.0	0	0.0	1	100.0	0	0.0
1998 Goal	1	1	100.0	0	0.0	0	0.0	1	100.0	0	0.0
1998 Work Force	3	3	100.0	0	0.0	1	33.3	1	33.3	0	0.0
Office / Clerical - Labor Market: 78.9 11.0 22.6 10.6 0.5											
1995 Work Force	9	9	100.0	1	11.1	1	11.1	1	11.1	0	0.0
1996 Goal	9	9	100.0	1	11.1	2	22.2	1	11.1	0	0.0
1996 Work Force	7	7	100.0	0	0.0	1	14.3	1	14.3	0	0.0
1997 Goal	9	9	100.0	1	11.1	2	22.2	1	11.1	0	0.0
1997 Work Force	9	8	88.9	1	11.1	1	11.1	2	22.2	0	0.0
1998 Goal	9	9	100.0	1	11.1	2	22.2	1	11.1	0	0.0
1998 Work Force	7	6	85.7	1	14.3	0	0.0	2	28.6	0	0.0
TOTAL (Bottom-line) - Labor Market: 42.6 8.3 25.8 10.5 0.4											
1995 Work Force	22	18	81.8	3	13.6	5	22.7	2	9.1	0	0.0
1996 Goal	22	18	81.8	3	13.6	6	27.3	2	9.1	0	0.0
1996 Work Force	21	17	81.0	2	9.5	4	19.0	3	14.3	0	0.0
1997 Goal	22	18	81.8	3	13.6	6	27.3	2	9.1	0	0.0
1997 Work Force	21	16	76.2	2	9.5	4	19.0	4	19.0	0	0.0
1998 Goal	22	18	81.8	3	13.6	6	27.3	2	9.1	0	0.0
1998 Work Force	21	15	71.4	2	9.5	4	19.0	4	19.0	0	0.0

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1996-1998

(Permanent Full-Time Work Force)

Department: **LAW**

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators - Labor Market:											
			36.4		5.3		13.1		9.4		0.4
1995 Work Force	6	3	50.0	0	0.0	0	0.0	0	0.0	0	0.0
1996 Goal	6	3	50.0	0	0.0	0	0.0	0	0.0	0	0.0
1996 Work Force	7	3	42.9	0	0.0	0	0.0	0	0.0	0	0.0
1997 Goal	6	3	50.0	0	0.0	0	0.0	0	0.0	0	0.0
1997 Work Force	7	3	42.9	0	0.0	0	0.0	0	0.0	0	0.0
1998 Goal	6	3	50.0	0	0.0	0	0.0	0	0.0	0	0.0
1998 Work Force	7	3	42.9	0	0.0	0	0.0	0	0.0	0	0.0
Professionals - Labor Market:											
			47.6		6.8		9.0		16.4		0.3
1995 Work Force	25	9	36.0	1	4.0	4	16.0	0	0.0	1	4.0
1996 Goal	25	10	40.0	2	8.0	4	16.0	0	0.0	1	4.0
1996 Work Force	22	8	36.4	1	4.5	4	18.2	0	0.0	1	4.5
1997 Goal	25	11	44.0	2	8.0	4	16.0	1	4.0	1	4.0
1997 Work Force	24	7	29.2	3	12.5	2	8.3	0	0.0	0	0.0
1998 Goal	25	11	44.0	2	8.0	4	16.0	2	8.0	1	4.0
1998 Work Force	24	8	33.3	3	12.5	3	12.5	0	0.0	1	4.2
Paraprofessionals - Labor Market:											
			67.4		8.4		17.2		19.0		0.5
1995 Work Force	3	3	100.0	2	66.7	0	0.0	1	33.3	0	0.0
1996 Goal	3	3	100.0	2	66.7	0	0.0	1	33.3	0	0.0
1996 Work Force	4	4	100.0	3	75.0	0	0.0	1	25.0	0	0.0
1997 Goal	3	2	66.7	1	33.3	1	33.3	1	33.3	0	0.0
1997 Work Force	4	4	100.0	2	50.0	0	0.0	1	25.0	0	0.0
1998 Goal	3	2	66.7	1	33.3	1	33.3	1	33.3	0	0.0
1998 Work Force	3	3	100.0	0	0.0	1	33.3	1	33.3	0	0.0
Office / Clerical - Labor Market:											
			78.9		11.0		22.6		10.6		0.5
1995 Work Force	31	29	93.5	5	16.1	6	19.4	4	12.9	0	0.0
1996 Goal	31	28	90.3	4	12.9	7	22.6	4	12.9	0	0.0
1996 Work Force	28	26	92.9	4	14.3	6	21.4	2	7.1	0	0.0
1997 Goal	31	27	87.1	4	12.9	8	25.8	4	12.9	0	0.0
1997 Work Force	29	27	93.1	5	17.2	6	20.7	2	6.9	0	0.0
1998 Goal	31	26	83.9	4	12.9	8	25.8	4	12.9	0	0.0
1998 Work Force	64	42	65.6	8	12.5	8	12.5	3	4.7	1	1.6
TOTAL (Bottom-line) - Labor Market:											
			42.6		8.3		25.8		10.5		0.4
1995 Work Force	65	44	67.7	8	12.3	10	15.4	5	7.7	1	1.5
1996 Goal	65	44	67.7	8	12.3	11	16.9	5	7.7	1	1.5
1996 Work Force	61	41	67.2	8	13.1	10	16.4	3	4.9	1	1.6
1997 Goal	65	43	66.2	7	10.8	13	20.0	6	9.2	1	1.5
1997 Work Force	64	41	64.1	10	15.6	8	12.5	3	4.7	0	0.0
1998 Goal	65	42	64.6	7	10.8	13	20.0	7	10.8	1	1.5
1998 Work Force	98	56	57.1	11	11.2	12	12.2	4	4.1	2	2.0

DEPARTMENTAL AFFIRMATIVE ACTION GOALS

(Permanent Full-Time Work Force)

Department: LIBRARY SERVICES

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators - Labor Market: 36.4 5.3 13.1 9.4 0.4											
1995 Work Force	6	5	83.3	0	0.0	0	0.0	0	0.0	0	0.0
1996 Goal	6	5	83.3	0	0.0	1	16.7	0	0.0	0	0.0
1996 Work Force	5	4	80.0	0	0.0	0	0.0	0	0.0	0	0.0
1997 Goal	6	5	83.3	0	0.0	1	16.7	0	0.0	0	0.0
1997 Work Force	5	4	80.0	0	0.0	0	0.0	0	0.0	0	0.0
1998 Goal	6	5	83.3	0	0.0	1	16.7	1	16.7	0	0.0
1998 Work Force	5	5	100.0	0	0.0	1	20.0	0	0.0	0	0.0
Professionals - Labor Market: 47.6 6.8 9.0 16.4 0.3											
1995 Work Force	34	29	85.3	1	2.9	1	2.9	2	5.9	0	0.0
1996 Goal	34	29	85.3	2	5.9	2	5.9	3	8.8	0	0.0
1996 Work Force	31	28	90.3	1	3.2	2	6.5	1	3.2	0	0.0
1997 Goal	34	29	85.3	2	5.9	2	5.9	3	8.8	0	0.0
1997 Work Force	33	29	87.9	1	3.0	1	3.0	2	6.1	0	0.0
1998 Goal	34	29	85.3	2	5.9	3	8.8	4	11.8	0	0.0
1998 Work Force	35	30	85.7	1	2.9	1	2.9	2	5.7	0	0.0
Paraprofessionals - Labor Market: 67.4 8.4 17.2 19.0 0.5											
1995 Work Force	0	29	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1996 Goal	0	29	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1996 Work Force	0	28	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1997 Goal	0	29	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1997 Work Force	0	29	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1998 Goal	0	29	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1998 Work Force	1	1	100.0	1	100.0	1	100.0	2	200.0	0	0.0
Office / Clerical - Labor Market: 78.9 11.0 22.6 10.6 0.5											
1995 Work Force	40	31	77.5	6	15.0	5	12.5	4	10.0	0	0.0
1996 Goal	40	31	77.5	6	15.0	6	15.0	4	10.0	0	0.0
1996 Work Force	36	28	77.8	3	8.3	5	13.9	5	13.9	0	0.0
1997 Goal	40	31	77.5	6	15.0	6	15.0	4	10.0	0	0.0
1997 Work Force	37	30	81.1	3	8.1	6	16.2	5	13.5	0	0.0
1998 Goal	40	31	77.5	6	15.0	7	17.5	4	10.0	0	0.0
1998 Work Force	33	25	75.8	3	9.1	7	21.2	3	9.1	0	0.0
Skilled Craft - Labor Market: 3.6 5.6 42.5 5.7 0.5											
1995 Work Force	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1996 Goal	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1996 Work Force	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1997 Goal	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1997 Work Force	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1998 Goal	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1998 Work Force	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0

DEPARTMENTAL AFFIRMATIVE ACTION GOALS

Department: **LIBRARY SERVICES continued**

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Service / Maintenance - Labor Market:											
			17.0		8.8		58.5		7.0		0.4
1995 Work Force	11	1	9.1	6	54.5	2	18.2	1	9.1	0	0.0
1996 Goal	11	2	18.2	5	45.5	3	27.3	1	9.1	0	0.0
1996 Work Force	7	1	14.3	5	71.4	1	14.3	0	0.0	0	0.0
1997 Goal	11	2	18.2	5	45.5	3	27.3	1	9.1	0	0.0
1997 Work Force	1	0	0.0	0	0.0	1	100.0	0	0.0	0	0.0
1998 Goal	11	2	18.2	4	36.4	4	36.4	1	9.1	0	0.0
1998 Work Force	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
TOTAL (Bottom-line) - Labor Market:											
			42.6		8.3		25.8		10.5		0.4
1995 Work Force	92	66	71.7	13	14.1	8	8.7	7	7.6	0	0.0
1996 Goal	92	67	72.8	13	14.1	12	13.0	8	8.7	0	0.0
1996 Work Force	80	61	76.3	9	11.3	8	10.0	6	7.5	0	0.0
1997 Goal	92	67	72.8	13	14.1	12	13.0	8	8.7	0	0.0
1997 Work Force	77	63	81.8	4	5.2	8	10.4	7	9.1	0	0.0
1998 Goal	92	67	72.8	12	13.0	15	16.3	10	10.9	0	0.0
1998 Work Force	75	60	80.0	4	5.3	9	12.0	5	6.7	0	0.0

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1996-1998

(Permanent Full-Time Work Force)

Department: **MAYOR/CITY COUNCIL**

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators - Labor Market: 36.4 5.3 13.1 9.4 0.4											
1995 Work Force	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
1996 Goal	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
1996 Work Force	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
1997 Goal	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
1997 Work Force	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
1998 Goal	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
1998 Work Force	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
Professionals - Labor Market: 47.6 6.8 9.0 16.4 0.3											
1995 Work Force	24	17	70.8	2	8.3	3	12.5	0	0.0	0	0.0
1996 Goal	25	14	56.0	2	8.0	3	12.0	0	0.0	0	0.0
1996 Work Force	24	18	75.0	3	12.5	3	12.5	0	0.0	0	0.0
1997 Goal	25	14	56.0	2	8.0	3	12.0	0	0.0	0	0.0
1997 Work Force	26	21	80.8	4	15.4	3	11.5	0	0.0	0	0.0
1998 Goal	25	14	56.0	2	8.0	3	12.0	0	0.0	0	0.0
1998 Work Force	27	21	77.8	2	7.4	4	14.8	1	3.7	0	0.0
Paraprofessionals - Labor Market: 67.4 8.4 17.2 19.0 0.5											
1995 Work Force	1	1	100.0	0	0.0	0	0.0	1	100.0	0	0.0
1996 Goal	1	1	100.0	0	0.0	0	0.0	1	100.0	0	0.0
1996 Work Force	1	1	100.0	0	0.0	0	0.0	1	100.0		0.0
1997 Goal	1	1	100.0	0	0.0	0	0.0	1	100.0	0	0.0
1997 Work Force	1	1	100.0	0	0.0	0	0.0	1	100.0		0.0
1998 Goal	1	1	100.0	0	0.0	0	0.0	1	100.0	0	0.0
1998 Work Force	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Office / Clerical - Labor Market: 78.9 11.0 22.6 10.6 0.5											
1995 Work Force	3	3	100.0	0	0.0	0	0.0	1	33.3	0	0.0
1996 Goal	4	4	100.0	0	0.0	1	25.0	1	25.0	0	0.0
1996 Work Force	4	4	100.0	1	25.0	0	0.0	1	25.0	0	0.0
1997 Goal	4	4	100.0	0	0.0	1	25.0	1	25.0	0	0.0
1997 Work Force	5	4	80.0	1	20.0	0	0.0	2	40.0	0	0.0
1998 Goal	4	4	100.0	0	0.0	1	25.0	1	25.0	0	0.0
1998 Work Force	3	3	100.0	1	33.3	0	0.0	0	0.0	0	0.0
TOTAL (Bottom-line) - Labor Market: 42.6 8.3 25.8 10.5 0.4											
1995 Work Force	29	22	75.9	2	6.9	3	10.3	2	6.9	0	0.0
1996 Goal	31	20	64.5	2	6.5	4	12.9	2	6.5	0	0.0
1996 Work Force	30	24	80.0	4	13.3	3	10.0	2	6.7	0	0.0
1997 Goal	31	20	64.5	2	6.5	4	12.9	2	6.5	0	0.0
1997 Work Force	33	27	81.8	5	15.2	3	9.1	3	9.1	0	0.0
1998 Goal	31	20	64.5	2	6.5	4	12.9	2	6.5	0	0.0
1998 Work Force	31	25	80.6	3	9.7	4	12.9	1	3.2	0	0.0

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1996-1998

(Permanent Full-Time Work Force)

Department: OIL PROPERTIES

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators - Labor Market:											
			36.4		5.3		13.1		9.4		0.4
1995 Work Force	9	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1996 Goal	9	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1996 Work Force	8	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1997 Goal	8	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1997 Work Force	8	0	0.0	0	0.0	1	12.5	0	0.0	0	0.0
1998 Goal	8	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1998 Work Force	10	1	10.0	0	0.0	1	10.0	0	0.0	0	0.0
Professionals - Labor Market:											
			47.6		6.8		9.0		16.4		0.3
1995 Work Force	14	3	21.4	2	14.3	2	14.3	2	14.3	0	0.0
1996 Goal	14	3	21.4	2	14.3	2	14.3	2	14.3	0	0.0
1996 Work Force	12	2	16.7	1	8.3	2	16.7	2	16.7	0	0.0
1997 Goal	14	3	21.4	2	14.3	2	14.3	2	14.3	0	0.0
1997 Work Force	11	2	18.2	1	9.1	1	9.1	2	18.2	0	0.0
1998 Goal	14	3	21.4	2	14.3	2	14.3	2	14.3	0	0.0
1998 Work Force	9	1	11.1	1	11.1	1	11.1	2	22.2	0	0.0
Technicians - Labor Market:											
			41.1		8.3		16.2		21.2		0.3
1995 Work Force	6	1	16.7	0	0.0	1	16.7	0	0.0	0	0.0
1996 Goal	6	1	16.7	0	0.0	1	16.7	0	0.0	0	0.0
1996 Work Force	6	1	16.7	0	0.0	1	16.7	0	0.0	0	0.0
1997 Goal	5	1	20.0	0	0.0	1	20.0	0	0.0	0	0.0
1997 Work Force	5	0	0.0	0	0.0	1	20.0	0	0.0	0	0.0
1998 Goal	4	1	25.0	0	0.0	1	25.0	0	0.0	0	0.0
1998 Work Force	4	0	0.0	0	0.0	1	25.0	0	0.0	0	0.0
Office / Clerical - Labor Market:											
			78.9		11.0		22.6		10.6		0.5
1995 Work Force	6	6	100.0	1	16.7	2	33.3	0	0.0	0	0.0
1996 Goal	7	7	100.0	1	14.3	2	28.6	1	14.3	0	0.0
1996 Work Force	7	7	100.0	1	14.3	2	28.6	1	14.3	0	0.0
1997 Goal	7	7	100.0	1	14.3	2	28.6	1	14.3	0	0.0
1997 Work Force	7	7	100.0	1	14.3	2	28.6	1	14.3	0	0.0
1998 Goal	6	6	100.0	1	16.7	2	33.3	1	16.7	0	0.0
1998 Work Force	5	5	100.0	1	20.0	1	20.0	1	20.0	0	0.0
TOTAL (Bottom-line) - Labor Market:											
			42.6		8.3		25.8		10.5		0.4
1995 Work Force	35	10	28.6	3	8.6	5	14.3	2	5.7	0	0.0
1996 Goal	36	11	30.6	3	8.3	5	13.9	3	8.3	0	0.0
1996 Work Force	33	10	30.3	2	6.1	5	15.2	3	9.1	0	0.0
1997 Goal	34	11	32.4	3	8.8	5	14.7	3	8.8	0	0.0
1997 Work Force	31	9	29.0	2	6.5	5	16.1	3	9.7	0	0.0
1998 Goal	32	10	31.3	3	9.4	5	15.6	3	9.4	0	0.0
1998 Work Force	28	7	25.0	2	7.1	4	14.3	3	10.7	0	0.0

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1996-1998

(Permanent Full-Time Work Force)

Department: PLANNING & BUILDING

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators - Labor Market: 36.4 5.3 13.1 9.4 0.4											
1995 Work Force	9	2	22.2	0	0.0	0	0.0	1	11.1	0	0.0
1996 Goal	9	2	22.2	0	0.0	0	0.0	1	11.1	0	0.0
1996 Work Force	9	2	22.2	0	0.0	0	0.0	0	0.0	0	0.0
1997 Goal	9	2	22.2	0	0.0	0	0.0	1	11.1	0	0.0
1997 Work Force	9	2	22.2	0	0.0	0	0.0	0	0.0	0	0.0
1998 Goal	9	3	33.3	0	0.0	1	11.1	1	11.1	0	0.0
1998 Work Force	9	2	22.2	0	0.0	0	0.0	0	0.0	0	0.0
Professionals - Labor Market: 47.6 6.8 9.0 16.4 0.3											
1995 Work Force	19	7	36.8	1	5.3	3	15.8	2	10.5	0	0.0
1996 Goal	19	7	36.8	1	5.3	3	15.8	2	10.5	0	0.0
1996 Work Force	19	7	36.8	1	5.3	2	10.5	2	10.5	0	0.0
1997 Goal	19	7	36.8	1	5.3	3	15.8	2	10.5	0	0.0
1997 Work Force	19	7	36.8	1	5.3	2	10.5	2	10.5	0	0.0
1998 Goal	19	8	42.1	1	5.3	2	10.5	2	10.5	0	0.0
1998 Work Force	19	7	36.8	1	5.3	2	10.5	2	10.5	0	0.0
Paraprofessionals - Labor Market: 67.4 8.4 17.2 19.0 0.5											
1995 Work Force	4	3	75.0	1	25.0	1	25.0	0	0.0	0	0.0
1996 Goal	4	3	75.0	1	25.0	1	25.0	0	0.0	0	0.0
1996 Work Force	2	2	100.0	0	0.0	0	0.0	1	50.0	0	0.0
1997 Goal	4	3	75.0	1	25.0	1	25.0	0	0.0	0	0.0
1997 Work Force	8	3	37.5	0	0.0	0	0.0	3	37.5	0	0.0
1998 Goal	4	2	50.0	1	25.0	1	25.0	1	25.0	0	0.0
1998 Work Force	9	4	44.4	0	0.0	0	0.0	3	33.3	0	0.0
Office / Clerical - Labor Market: 78.9 11.0 22.6 10.6 0.5											
1995 Work Force	13	12	92.3	1	7.7	1	7.7	2	15.4	0	0.0
1996 Goal	13	12	92.3	1	7.7	1	7.7	2	15.4	0	0.0
1996 Work Force	13	12	92.3	1	7.7	1	7.7	2	15.4	0	0.0
1997 Goal	13	12	92.3	1	7.7	1	7.7	2	15.4	0	0.0
1997 Work Force	11	11	100.0	1	9.1	1	9.1	1	9.1	0	0.0
1998 Goal	13	11	84.6	1	7.7	2	15.4	1	7.7	0	0.0
1998 Work Force	10	10	100.0	1	10.0	1	10.0	1	10.0	0	0.0
Skilled Craft - Labor Market: 3.6 5.6 42.5 5.7 0.5											
1995 Work Force	37	4	10.8	3	8.1	0	0.0	0	0.0	1	2.7
1996 Goal	37	4	10.8	3	8.1	0	0.0	0	0.0	1	2.7
1996 Work Force	39	6	15.4	4	10.3	2	5.1	0	0.0	1	2.6
1997 Goal	37	4	10.8	3	8.1	1	2.7	0	0.0	1	2.7
1997 Work Force	41	6	14.6	4	9.8	3	7.3	0	0.0	1	2.4
1998 Goal	37	4	10.8	3	8.1	2	5.4	1	2.7	1	2.7
1998 Work Force	38	6	15.8	4	10.5	2	5.3	0	0.0	1	2.6
TOTAL (Bottom-line) - Labor Market: 42.6 8.3 25.8 10.5 0.4											
1995 Work Force	82	28	34.1	6	7.3	5	6.1	5	6.1	1	1.2
1996 Goal	82	28	34.1	6	7.3	5	6.1	5	6.1	1	1.2
1996 Work Force	82	29	35.4	6	7.3	5	6.1	5	6.1	1	1.2
1997 Goal	82	28	34.1	6	7.3	6	7.3	5	6.1	1	1.2
1997 Work Force	88	29	33.0	6	6.8	6	6.8	6	6.8	1	1.1
1998 Goal	82	28	34.1	6	7.3	8	9.8	6	7.3	1	1.2
1998 Work Force	85	29	34.1	6	7.1	5	5.9	6	7.1	1	1.2

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1996-1998

(Permanent Full-Time Work Force)

Department: POLICE

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators - Labor Market: 36.4 5.3 13.1 9.4 0.4											
1995 Work Force	17	1	5.9	2	11.8	0	0.0	0	0.0	0	0.0
1996 Goal	17	1	5.9	2	11.8	1	5.9	0	0.0	0	0.0
1996 Work Force	17	1	5.9	2	11.8	0	0.0	0	0.0	0	0.0
1997 Goal	17	1	5.9	2	11.8	1	5.9	0	0.0	0	0.0
1997 Work Force	19	2	10.5	2	10.5	0	0.0	0	0.0	0	0.0
1998 Goal	17	1	5.9	2	11.8	1	5.9	0	0.0	0	0.0
1998 Work Force	22	3	13.6	2	9.1	0	0.0	0	0.0	0	0.0
Professionals - Labor Market: 47.6 6.8 9.0 16.4 0.3											
1995 Work Force	5	3	60.0	1	20.0	0	0.0	1	20.0	0	0.0
1996 Goal	5	4	80.0	1	20.0	0	0.0	0	0.0	0	0.0
1996 Work Force	5	3	60.0	1	20.0	0	0.0	0	0.0	0	0.0
1997 Goal	5	5	100.0	2	40.0	0	0.0	0	0.0	0	0.0
1997 Work Force	4	2	50.0	0	0.0	0	0.0	0	0.0	0	0.0
1998 Goal	5	5	100.0	2	40.0	0	0.0	0	0.0	0	0.0
1998 Work Force	6	4	66.7	1	16.7	0	0.0	0	0.0	0	0.0
Technicians - Labor Market: 41.1 8.3 16.2 21.2 0.3											
1995 Work Force	21	13	61.9	2	9.5	1	4.8	4	19.0	0	0.0
1996 Goal	26	15	57.7	2	7.7	1	3.8	5	19.2	0	0.0
1996 Work Force	32	17	53.1	4	12.5	2	6.3	6	18.8	0	0.0
1997 Goal	26	15	57.7	2	7.7	1	3.8	5	19.2	0	0.0
1997 Work Force	33	17	51.5	4	12.1	2	6.1	6	18.2	0	0.0
1998 Goal	26	15	57.7	2	7.7	1	3.8	5	19.2	0	0.0
1998 Work Force	30	16	53.3	5	16.7	2	6.7	6	20.0	0	0.0
Protective Services - Labor Market: 16.0 18.8 20.7 5.9 0.7											
1995 Work Force	878	107	12.2	68	7.7	135	15.4	49	5.6	7	0.8
1996 Goal	929	117	12.6	75	8.1	150	16.1	55	5.9	7	0.8
1996 Work Force	939	113	12.0	77	8.2	151	16.1	58	6.2	7	0.7
1997 Goal	963	122	12.7	80	8.3	160	16.6	59	6.1	8	0.8
1997 Work Force	975	118	12.1	80	8.2	162	16.6	63	6.5	8	0.8
1998 Goal	999	127	12.7	87	8.7	170	17.0	63	6.3	8	0.8
1998 Work Force	952	116	12.2	76	8.0	162	17.0	64	6.7	8	0.8
Paraprofessionals - Labor Market: 67.4 8.4 17.2 19.0 0.5											
1995 Work Force	30	21	70.0	5	16.7	2	6.7	7	23.3	0	0.0
1996 Goal	30	21	70.0	6	20.0	3	10.0	7	23.3	0	0.0
1996 Work Force	33	23	69.7	6	18.2	8	24.2	0	0.0	0	0.0
1997 Goal	30	22	73.3	6	20.0	3	10.0	7	23.3	0	0.0
1997 Work Force	33	21	63.6	4	12.1	7	21.2	8	24.2	0	0.0
1998 Goal	30	22	73.3	6	20.0	3	10.0	8	26.7	0	0.0
1998 Work Force	35	24	68.6	4	11.4	9	25.7	9	25.7	0	0.0

DEPARTMENTAL AFFIRMATIVE ACTION GOALS

Department: POLICE continued

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Office / Clerical - Labor Market:											
1995 Work Force	187	162	86.6	34	18.2	21	11.2	28	15.0	1	0.5
1996 Goal	201	164	81.6	37	18.4	27	13.4	31	15.4	1	0.5
1996 Work Force	189	165	87.3	35	18.5	22	11.6	31	16.4	1	0.5
1997 Goal	208	165	79.3	39	18.8	29	13.9	33	15.9	1	0.5
1997 Work Force	195	170	87.2	39	20.0	21	10.8	30	15.4	1	0.5
1998 Goal	213	166	77.9	40	18.8	31	14.6	34	16.0	1	0.5
1998 Work Force	199	173	86.9	38	19.1	24	12.1	35	17.6	3	1.5
Service / Maintenance - Labor Market:											
1995 Work Force	8	1	12.5	1	12.5	4	50.0	1	12.5	0	0.0
1996 Goal	8	1	12.5	1	12.5	4	50.0	1	12.5	0	0.0
1996 Work Force	8	1	12.5	2	25.0	3	37.5	0	0.0	0	0.0
1997 Goal	8	1	12.5	1	12.5	4	50.0	1	12.5	0	0.0
1997 Work Force	8	2	25.0	3	37.5	3	37.5	0	0.0	0	0.0
1998 Goal	8	1	12.5	1	12.5	4	50.0	1	12.5	0	0.0
1998 Work Force	8	2	25.0	3	37.5	3	37.5	0	0.0	0	0.0
TOTAL (Bottom-line) - Labor Market:											
1995 Work Force	1146	308	26.9	113	9.9	163	14.2	90	7.9	8	0.7
1996 Goal	1216	323	26.6	124	10.2	186	15.3	99	8.1	8	0.7
1996 Work Force	1223	323	26.4	127	10.4	186	15.2	95	7.8	8	0.7
1997 Goal	1257	331	26.3	132	10.5	198	15.8	105	8.4	9	0.7
1997 Work Force	1267	332	26.2	132	10.4	195	15.4	107	8.4	9	0.7
1998 Goal	1298	337	26.0	140	10.8	210	16.2	111	8.6	9	0.7
1998 Work Force	1252	338	27.0	129	10.3	200	16.0	114	9.1	11	0.9

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1996-1998

(Permanent Full-Time Work Force)

Department: POLICE - SWORN

(Police Officer classifications including Police Recruit)

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators - Labor Market:											
1995 Work Force	14	0	0.0	1	7.1	0	0.0	0	0.0	0	0.0
1996 Goal	14	0	0.0	0	0.0	1	7.1	0	0.0	0	0.0
1996 Work Force	14	0	0.0	0	0.0	1	7.1	0	0.0	0	0.0
1997 Goal	14	0	0.0	0	0.0	1	7.1	0	0.0	0	0.0
1997 Work Force	15	0	0.0	1	6.7	0	0.0	0	0.0	0	0.0
1998 Goal	14	0	0.0	0	0.0	1	7.1	0	0.0	0	0.0
1998 Work Force	14	0	0.0	0	0.0	1	7.1	0	0.0	0	0.0
Protective Services - Labor Market:											
1995 Work Force	791	81	10.2	47	5.9	124	15.7	40	5.1	6	0.8
1996 Goal	842	91	10.8	54	6.4	139	16.5	46	5.5	6	0.7
1996 Work Force	817	88	10.8	53	6.5	128	15.7	45	5.5	6	0.7
1997 Goal	876	96	11.0	59	6.7	149	17.0	50	5.7	7	0.8
1997 Work Force	812	90	11.1	54	6.7	131	16.1	45	5.5	6	0.7
1998 Goal	912	101	11.1	66	7.2	159	17.4	54	5.9	7	0.8
1998 Work Force	845	94	11.1	56	6.6	144	17.0	53	6.3	7	0.8

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1996-1998

(Permanent Full-Time Work Force)

Department: PUBLIC WORKS

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators - Labor Market:		36.4		5.3		13.1		9.4		0.4	
1995 Work Force	21	4	19.0	1	4.8	2	9.5	2	9.5	2	9.5
1996 Goal	21	5	23.8	1	4.8	2	9.5	2	9.5	2	9.5
1996 Work Force	19	5	26.3	1	5.3	2	10.5	2	10.5	1	5.3
1997 Goal	21	5	23.8	2	9.5	2	9.5	2	9.5	2	9.5
1997 Work Force	22	5	22.7	1	4.5	2	9.1	2	9.1	1	4.5
1998 Goal	21	6	28.6	2	9.5	2	9.5	2	9.5	1	4.8
1998 Work Force	27	7	25.9	1	3.7	3	11.1	2	7.4	0	0.0
Professionals - Labor Market:		47.6		6.8		9.0		16.4		0.3	
1995 Work Force	35	13	37.1	1	2.9	5	14.3	7	20.0	0	0.0
1996 Goal	34	14	41.2	2	5.9	5	14.7	7	20.6	0	0.0
1996 Work Force	33	14	42.4	1	3.0	5	15.2	7	21.2	0	0.0
1997 Goal	34	15	44.1	2	5.9	4	11.8	6	17.6	0	0.0
1997 Work Force	32	13	40.6	1	3.1	5	15.6	7	21.9	0	0.0
1998 Goal	34	15	44.1	3	8.8	4	11.8	6	17.6	0	0.0
1998 Work Force	35	9	25.7	1	2.9	5	14.3	6	17.1	0	0.0
Technicians - Labor Market:		41.1		8.3		16.2		21.2		0.3	
1995 Work Force	33	6	18.2	1	3.0	1	3.0	8	24.2	0	0.0
1996 Goal	35	6	17.1	2	5.7	2	5.7	8	22.9	0	0.0
1996 Work Force	31	6	19.4	1	3.2	1	3.2	6	19.4	0	0.0
1997 Goal	35	7	20.0	2	5.7	3	8.6	8	22.9	0	0.0
1997 Work Force	31	6	19.4	2	6.5	1	3.2	6	19.4	0	0.0
1998 Goal	35	8	22.9	2	5.7	3	8.6	8	22.9	0	0.0
1998 Work Force	26	6	23.1	2	7.7	1	3.8	5	19.2	0	0.0
Protective Services - Labor Market:		16.0		18.8		20.7		5.9		0.7	
1995 Work Force	35	16	45.7	11	31.4	3	8.6	1	2.9	2	5.7
1996 Goal	32	15	46.9	11	34.4	4	12.5	1	3.1	2	6.3
1996 Work Force	36	18	50.0	13	36.1	4	11.1	1	2.8	2	5.6
1997 Goal	32	15	46.9	10	31.3	4	12.5	1	3.1	2	6.3
1997 Work Force	38	18	47.4	13	34.2	5	13.2	2	5.3	2	5.3
1998 Goal	32	14	43.8	10	31.3	5	15.6	1	3.1	1	3.1
1998 Work Force	39	21	53.8	14	35.9	4	10.3	2	5.1	2	5.1
Paraprofessionals - Labor Market:		67.4		8.4		17.2		19.0		0.5	
1995 Work Force	8	5	62.5	1	12.5	0	0.0	0	0.0	0	0.0
1996 Goal	11	5	45.5	1	9.1	0	0.0	1	9.1	0	0.0
1996 Work Force	8	6	75.0	1	12.5	0	0.0	0	0.0	0	0.0
1997 Goal	11	6	54.5	1	9.1	1	9.1	1	9.1	0	0.0
1997 Work Force	8	6	75.0	1	12.5	0	0.0	0	0.0	0	0.0
1998 Goal	11	7	63.6	1	9.1	2	18.2	2	18.2	0	0.0
1998 Work Force	10	7	70.0	1	10.0	0	0.0	0	0.0	1	10.0
Office / Clerical - Labor Market:		78.9		11.0		22.6		10.6		0.5	
1995 Work Force	42	32	76.2	6	14.3	4	9.5	3	7.1	1	2.4
1996 Goal	40	32	80.0	6	15.0	5	12.5	3	7.5	1	2.5
1996 Work Force	41	33	80.5	5	12.2	5	12.2	2	4.9	1	2.4
1997 Goal	40	32	80.0	5	12.5	5	12.5	4	10.0	1	2.5
1997 Work Force	42	34	81.0	7	16.7	4	9.5	3	7.1	1	2.4
1998 Goal	40	32	80.0	5	12.5	6	15.0	4	10.0	1	2.5
1998 Work Force	57	43	75.4	11	19.3	9	15.8	7	12.3	0	0.0

DEPARTMENTAL AFFIRMATIVE ACTION GOALS

Department: PUBLIC WORKS continued

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Skilled Craft - Labor Market:											
1995 Work Force	120	2	1.7	24	20.0	20	16.7	5	4.2	4	3.3
1996 Goal	120	2	1.7	23	19.2	21	17.5	5	4.2	4	3.3
1996 Work Force	105	3	2.9	20	19.0	18	17.1	7	6.7	4	3.8
1997 Goal	119	3	2.5	23	19.3	21	17.6	5	4.2	4	3.4
1997 Work Force	107	3	2.8	24	22.4	18	16.8	7	6.5	4	3.7
1998 Goal	119	3	2.5	22	18.5	22	18.5	5	4.2	3	2.5
1998 Work Force	161	3	1.9	29	18.0	34	21.1	15	9.3	3	1.9
Service / Maintenance - Labor Market:											
1995 Work Force	212	19	9.0	116	54.7	34	16.0	10	4.7	4	1.9
1996 Goal	212	19	9.0	112	52.8	35	16.5	10	4.7	4	1.9
1996 Work Force	195	18	9.2	104	53.3	35	17.9	11	5.6	4	2.1
1997 Goal	210	20	9.5	108	51.4	35	16.7	10	4.8	4	1.9
1997 Work Force	197	18	9.1	100	50.8	40	20.3	13	6.6	2	1.0
1998 Goal	209	21	10.0	105	50.2	36	17.2	10	4.8	4	1.9
1998 Work Force	219	20	9.1	106	48.4	47	21.5	14	6.4	2	0.9
TOTAL (Bottom-line) - Labor Market:											
1995 Work Force	506	97	19.2	161	31.8	69	13.6	36	7.1	13	2.6
1996 Goal	505	98	19.4	158	31.3	74	14.7	37	7.3	13	2.6
1996 Work Force	468	103	22.0	146	31.2	70	15.0	36	7.7	12	2.6
1997 Goal	502	103	20.5	153	30.5	75	14.9	37	7.4	13	2.6
1997 Work Force	477	103	21.6	149	31.2	75	15.7	40	8.4	10	2.1
1998 Goal	501	106	21.2	150	29.9	80	16.0	38	7.6	10	2.0
1998 Work Force	574	116	20.2	165	28.7	103	17.9	51	8.9	8	1.4

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1996-1998

(Permanent Full-Time Work Force)

Department: TECHNOLOGY SERVICES

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators	- Labor Market:		36.4		5.3		13.1		9.4		0.4
1995 Work Force	21	5	23.8	1	4.8	4	19.0	0	0.0	0	0.0
1996 Goal	22	5	22.7	1	4.5	4	18.2	0	0.0	0	0.0
1996 Work Force	20	5	25.0	1	5.0	5	25.0	0	0.0	0	0.0
1997 Goal	23	6	26.1	1	4.3	4	17.4	1	4.3	0	0.0
1997 Work Force	20	5	25.0	1	5.0	5	25.0	0	0.0	0	0.0
1998 Goal	23	6	26.1	1	4.3	4	17.4	1	4.3	0	0.0
1998 Work Force	13	3	23.1	0	0.0	3	23.1	2	15.4	0	0.0
Professionals	- Labor Market:		47.6		6.8		9.0		16.4		0.3
1995 Work Force	54	20	37.0	4	7.4	5	9.3	10	18.5	0	0.0
1996 Goal	55	22	40.0	4	7.3	5	9.1	10	18.2	0	0.0
1996 Work Force	47	17	36.2	3	6.4	5	10.6	11	23.4	0	0.0
1997 Goal	55	23	41.8	5	9.1	7	12.7	10	18.2	0	0.0
1997 Work Force	49	17	34.7	3	6.1	5	10.2	14	28.6	0	0.0
1998 Goal	55	23	41.8	5	9.1	7	12.7	10	18.2	0	0.0
1998 Work Force	44	20	45.5	3	6.8	5	11.4	13	29.5	0	0.0
Technicians	- Labor Market:		41.1		8.3		16.2		21.2		0.3
1995 Work Force	42	12	28.6	8	19.0	5	11.9	8	19.0	0	0.0
1996 Goal	42	13	31.0	7	16.7	6	14.3	8	19.0	0	0.0
1996 Work Force	33	11	33.3	6	18.2	5	15.2	7	21.2	0	0.0
1997 Goal	42	13	31.0	7	16.7	7	16.7	8	19.0	0	0.0
1997 Work Force	25	6	24.0	3	12.0	4	16.0	4	16.0	0	0.0
1998 Goal	42	13	31.0	7	16.7	7	16.7	9	21.4	0	0.0
1998 Work Force	32	7	21.9	8	25.0	4	12.5	3	9.4	0	0.0
Protective Services	- Labor Market:		16.0		18.8		20.7		5.9		0.7
1995 Work Force	5	3	60.0	2	40.0	1	20.0	0	0.0	0	0.0
1996 Goal	5	3	60.0	2	40.0	1	20.0	0	0.0	0	0.0
1996 Work Force	5	3	60.0	2	40.0	1	20.0	0	0.0	0	0.0
1997 Goal	5	3	60.0	2	40.0	1	20.0	0	0.0	0	0.0
1997 Work Force	5	3	60.0	2	40.0	1	20.0	0	0.0	0	0.0
1998 Goal	5	3	60.0	2	40.0	1	20.0	0	0.0	0	0.0
1998 Work Force	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Paraprofessionals	- Labor Market:		67.4		8.4		17.2		19.0		0.5
1995 Work Force	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1996 Goal	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1996 Work Force	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1997 Goal	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1997 Work Force	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1998 Goal	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1998 Work Force	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0

Office / Clerical	- Labor Market:		78.9		11.0		22.6		10.6		0.5
1995 Work Force	32	22	68.8	5	23.0	6	18.8	5	15.6	0	0.0
1996 Goal	32	22	68.8	5	15.6	7	21.9	5	15.6	0	0.0
1996 Work Force	30	19	63.3	5	16.7	7	23.3	5	16.7	0	0.0
1997 Goal	32	23	71.9	6	18.8	7	21.9	6	18.8	0	0.0
1997 Work Force	31	19	61.3	6	19.4	6	19.4	6	19.4	0	0.0
1998 Goal	32	23	71.9	6	18.8	7	21.9	6	18.8	0	0.0
1998 Work Force	15	11	73.3	4	26.7	3	20.0	2	13.3	0	0.0

Skilled Craft	- Labor Market:		3.6		5.6		42.5		5.7		0.5
1995 Work Force	55	0	0.0	5	9.1	9	16.4	9	16.4	0	0.0
1996 Goal	55	0	0.0	5	9.1	10	18.2	10	18.2	0	0.0
1996 Work Force	61	1	1.6	6	9.8	13	21.3	8	13.1	1	1.6
1997 Goal	56	0	0.0	5	8.9	12	21.4	10	17.9	0	0.0
1997 Work Force	63	1	1.6	6	9.5	15	23.8	9	14.3	1	1.6
1998 Goal	56	0	0.0	6	10.7	13	23.2	10	17.9	0	0.0
1998 Work Force	9	1	11.1	2	22.2	1	11.1	1	11.1	1	11.1

Service / Maintenance	- Labor Market:		17.0		8.8		58.5		7.0		0.4
1995 Work Force	36	3	8.3	5	13.9	12	33.3	2	5.6	0	0.0
1996 Goal	36	3	8.3	5	13.9	13	36.1	2	5.6	0	0.0
1996 Work Force	29	3	10.3	5	17.2	8	27.6	1	3.4	0	0.0
1997 Goal	36	3	8.3	5	13.9	15	41.7	3	8.3	0	0.0
1997 Work Force	30	3	10.0	5	16.7	10	33.3	0	0.0	0	0.0
1998 Goal	36	3	8.3	5	13.9	18	50.0	3	8.3	0	0.0
1998 Work Force	2	0	0.0	0	0.0	1	50.0	0	0.0	0	0.0

TOTALS	(Bottom-line) - Labor Market:		42.6		8.3		25.8		10.5		0.4
1995 Work Force	245	65	26.5	30	12.2	42	140.0	34	113.3	0	0.0
1996 Goal	247	68	27.5	29	11.7	46	158.6	35	120.7	0	0.0
1996 Work Force	225	59	26.2	28	12.4	44	157.1	32	114.3	1	2.3
1997 Goal	249	71	28.5	31	12.4	53	171.0	38	122.6	0	0.0
1997 Work Force	223	54	24.2	26	11.7	46	176.9	33	126.9	1	2.2
1998 Goal	249	71	28.5	32	12.9	57	178.1	39	121.9	0	0.0
1998 Work Force	115	42	36.5	17	14.8	17	100.0	21	123.5	1	5.9

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1996-1998

(Permanent Full-Time Work Force)

Department: WATER

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators - Labor Market:											
			36.4		5.3		13.1		9.4		0.4
1995 Work Force	19	3	15.8	1	5.3	1	5.3	5	26.3	0	0.0
1996 Goal	21	3	14.3	1	4.8	1	4.8	5	23.8	0	0.0
1996 Work Force	19	3	15.8	1	5.3	1	5.3	7	36.8	0	0.0
1997 Goal	21	4	19.0	1	4.8	1	4.8	5	23.8	0	0.0
1997 Work Force	25	5	20.0	2	8.0	1	4.0	8	32.0	0	0.0
1998 Goal	21	5	23.8	1	4.8	1	4.8	5	23.8	0	0.0
1998 Work Force	23	4	17.4	3	13.0	1	4.3	6	26.1	0	0.0
Professionals - Labor Market:											
			47.6		6.8		9.0		16.4		0.3
1995 Work Force	11	5	45.5	2	18.2	2	18.2	4	36.4	0	0.0
1996 Goal	11	5	45.5	2	18.2	2	18.2	4	36.4	0	0.0
1996 Work Force	9	4	44.4	1	11.1	1	11.1	4	44.4	0	0.0
1997 Goal	11	6	54.5	2	18.2	2	18.2	3	27.3	0	0.0
1997 Work Force	12	5	41.7	1	8.3	2	16.7	4	33.3	0	0.0
1998 Goal	11	6	54.5	2	18.2	2	18.2	3	27.3	0	0.0
1998 Work Force	14	7	50.0	1	7.1	2	14.3	7	50.0	0	0.0
Technicians - Labor Market:											
			41.1		8.3		16.2		21.2		0.3
1995 Work Force	21	3	14.3	2	9.5	4	19.0	6	28.6	0	0.0
1996 Goal	22	3	13.6	2	9.1	4	18.2	5	22.7	0	0.0
1996 Work Force	18	4	22.2	2	11.1	4	22.2	5	27.8	0	0.0
1997 Goal	22	4	18.2	2	9.1	4	18.2	5	22.7	0	0.0
1997 Work Force	12	5	41.7	1	8.3	2	16.7	5	41.7	0	0.0
1998 Goal	22	5	22.7	2	9.1	4	18.2	5	22.7	0	0.0
1998 Work Force	14	7	50.0	1	7.1	2	14.3	4	28.6	0	0.0
Paraprofessionals - Labor Market:											
			67.4		8.4		17.2		19.0		0.5
1995 Work Force	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
1996 Goal	3	3	100.0	0	0.0	0	0.0	1	33.3	0	0.0
1996 Work Force	2	2	100.0	0	0.0	0	0.0	1	50.0	0	0.0
1997 Goal	3	3	100.0	0	0.0	0	0.0	1	33.3	0	0.0
1997 Work Force	2	2	100.0	0	0.0	0	0.0	1	50.0	0	0.0
1998 Goal	3	3	100.0	0	0.0	0	0.0	1	33.3	0	0.0
1998 Work Force	2	2	100.0	0	0.0	0	0.0	1	50.0	0	0.0
Office / Clerical - Labor Market:											
			78.9		11.0		22.6		10.6		0.5
1995 Work Force	16	14	87.5	2	12.5	3	18.8	2	12.5	0	0.0
1996 Goal	14	12	85.7	2	14.3	3	21.4	1	7.1	0	0.0
1996 Work Force	17	15	88.2	4	23.5	1	5.9	2	11.8	0	0.0
1997 Goal	14	12	85.7	2	14.3	3	21.4	1	7.1	0	0.0
1997 Work Force	15	13	86.7	3	20.0	0	0.0	3	20.0	0	0.0
1998 Goal	14	12	85.7	2	14.3	3	21.4	1	7.1	0	0.0
1998 Work Force	15	13	86.7	3	20.0	0	0.0	3	20.0	0	0.0

DEPARTMENTAL AFFIRMATIVE ACTION GOALS

Department: **WATER continued**

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Skilled Craft - Labor Market:											
1995 Work Force	80	1	1.3	9	11.3	16	20.0	3	3.8	0	0.0
1996 Goal	80	1	1.3	9	11.3	17	21.3	3	3.8	0	0.0
1996 Work Force	81	1	1.2	9	11.1	17	21.0	3	3.7	0	0.0
1997 Goal	80	1	1.3	9	11.3	19	23.8	3	3.8	0	0.0
1997 Work Force	76	1	1.3	8	10.5	16	21.1	3	3.9	0	0.0
1998 Goal	80	2	2.5	9	11.3	21	26.3	3	3.8	0	0.0
1998 Work Force	67	1	1.5	6	9.0	13	19.4	4	6.0	0	0.0
Service / Maintenance - Labor Market:											
1995 Work Force	40	0	0.0	5	12.5	14	35.0	1	2.5	1	2.5
1996 Goal	43	0	0.0	5	11.6	17	39.5	1	2.3	1	2.3
1996 Work Force	41	0	0.0	6	14.6	17	41.5	1	2.4	1	2.4
1997 Goal	45	1	2.2	5	11.1	19	42.2	2	4.4	1	2.2
1997 Work Force	45	0	0.0	7	15.6	18	40.0	2	4.4	1	2.2
1998 Goal	45	1	2.2	5	11.1	19	42.2	2	4.4	1	2.2
1998 Work Force	64	0	0.0	7	10.9	23	35.9	2	3.1	1	1.6
TOTAL (Bottom-line) - Labor Market:											
1995 Work Force	188	27	14.4	21	11.2	40	21.3	21	11.2	1	0.5
1996 Goal	194	27	13.9	21	10.8	44	22.7	20	10.3	1	0.5
1996 Work Force	187	29	15.5	23	12.3	41	21.9	23	12.3	1	0.5
1997 Goal	196	31	15.8	21	10.7	48	24.5	20	10.2	1	0.5
1997 Work Force	187	31	16.6	22	11.8	39	20.9	26	13.9	1	0.5
1998 Goal	196	34	17.3	21	10.7	50	25.5	20	10.2	1	0.5
1998 Work Force	199	34	17.1	21	10.6	41	20.6	27	13.6	1	0.5

Table 19

CITY-WIDE AFFIRMATIVE ACTION GOALS 1999-2001

(Permanent Full-Time Work Force)

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators - Labor Market: 36.4 5.3 13.1 9.4 0.4											
1998 Work Force	242	78	32.2	24	9.9	22	9.1	22	9.1	2	0.8
1999 Goal	247	87	35.2	26	10.5	30	12.1	24	9.7	2	0.8
2000 Goal	249	90	36.1	26	10.4	32	12.9	24	9.6	2	0.8
2001 Goal	252	96	38.1	28	11.1	35	13.9	27	10.7	4	1.6
Professionals - Labor Market: 47.6 6.8 9.0 16.4 0.3											
1998 Work Force	493	247	50.1	44	8.9	54	11.0	90	18.3	1	0.2
1999 Goal	538	267	49.6	53	9.9	65	12.1	99	18.4	1	0.2
2000 Goal	551	278	50.5	55	10.0	68	12.3	106	19.2	1	0.2
2001 Goal	563	287	51.0	54	9.6	72	12.8	110	19.5	2	0.4
Technicians - Labor Market: 41.1 8.3 16.2 21.2 0.3											
1998 Work Force	166	48	28.9	23	13.9	20	12.0	25	15.1	1	0.6
1999 Goal	172	53	30.8	24	14.0	24	14.0	27	15.7	0	0.0
2000 Goal	174	57	32.8	24	13.8	28	16.1	30	17.2	0	0.0
2001 Goal	175	61	34.9	24	13.7	28	16.0	33	18.9	0	0.0
Protective Services - Labor Market: 16.0 18.8 20.7 5.9 0.7											
1998 Work Force	1507	163	10.8	136	9.0	240	15.9	84	5.6	12	0.8
1999 Goal	1534	171	11.1	152	9.9	257	16.8	89	5.8	12	0.8
2000 Goal	1558	183	11.7	166	10.7	272	17.5	96	6.2	13	0.8
2001 Goal	1559	193	12.4	175	11.2	282	18.1	101	6.5	13	0.8
Paraprofessionals - Labor Market: 67.4 8.4 17.2 19.0 0.5											
1998 Work Force	104	82	78.8	8	7.7	17	16.3	24	23.1	1	1.0
1999 Goal	105	85	81.0	9	8.6	24	22.9	24	22.9	1	1.0
2000 Goal	108	87	80.6	11	10.2	25	23.1	26	24.1	1	0.9
2001 Goal	111	87	78.4	12	10.8	26	23.4	27	24.3	1	0.9
Office / Clerical - Labor Market: 78.9 11.0 22.6 10.6 0.5											
1998 Work Force	742	631	85.0	152	20.5	123	16.6	105	14.2	8	1.1
1999 Goal	772	643	83.3	151	19.6	144	18.7	110	14.2	8	1.0
2000 Goal	778	645	82.9	155	19.9	159	20.4	111	14.3	8	1.0
2001 Goal	785	649	82.7	154	19.6	167	21.3	115	14.6	8	1.0
Skilled Craft - Labor Market: 3.6 5.6 42.5 5.7 0.5											
1998 Work Force	406	12	3.0	64	15.8	70	17.2	23	5.7	8	2.0
1999 Goal	418	14	3.3	64	15.3	78	18.7	25	6.0	7	1.7
2000 Goal	420	17	4.0	64	15.2	85	20.2	26	6.2	6	1.4
2001 Goal	422	21	5.0	64	15.2	93	22.0	28	6.6	5	1.2
Service / Maintenance - Labor Market: 17.0 8.8 58.5 7.0 0.4											
1998 Work Force	522	41	7.9	189	36.2	136	26.1	26	5.0	3	0.6
1999 Goal	536	52	9.7	185	34.5	145	27.1	32	6.0	4	0.7
2000 Goal	536	57	10.6	183	34.1	155	28.9	34	6.3	4	0.7
2001 Goal	537	65	12.1	182	33.9	165	30.7	36	6.7	4	0.7
TOTAL (Bottom-line) - Labor Market: 42.6 8.3 25.8 10.5 0.4											
1998 Work Force	4182	1302	31.1	640	15.3	682	16.3	399	9.5	36	0.9
1999 Goal	4322	1372	31.7	664	15.4	767	17.7	430	9.9	35	0.8
2000 Goal	4374	1414	32.3	684	15.6	824	18.8	453	10.4	35	0.8
2001 Goal	4404	1459	33.1	693	15.7	868	19.7	477	10.8	37	0.8

Table 20

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1999-2001

(Permanent Full-Time Work Force)

Department: CITY AUDITOR

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators - Labor Market:											
			36.4		5.3		13.1		9.4		0.4
1998 Work Force	3	1	33.3	0	0.0	0	0.0	0	0.0	0	0.0
1999 Goal	3	1	33.3	0	0.0	0	0.0	0	0.0	0	0.0
2000 Goal	3	1	33.3	0	0.0	0	0.0	0	0.0	0	0.0
2001 Goal	3	1	33.3	0	0.0	0	0.0	0	0.0	0	0.0
Professionals - Labor Market:											
			47.6		6.8		9.0		16.4		0.3
1998 Work Force	9	6	66.7	0	0.0	1	11.1	3	33.3	0	0.0
1999 Goal	11	6	54.5	1	9.1	2	18.2	3	27.3	0	0.0
2000 Goal	11	6	54.5	1	9.1	2	18.2	3	27.3	0	0.0
2001 Goal	11	6	54.5	1	9.1	2	18.2	3	27.3	0	0.0
Paraprofessionals - Labor Market:											
			67.4		8.4		17.2		19.0		0.5
1998 Work Force	1	1	100.0	1	100.0	0	0.0	0	0.0	0	0.0
1999 Goal	2	2	100.0	1	50.0	0	0.0	0	0.0	0	0.0
2000 Goal	2	2	100.0	1	50.0	0	0.0	0	0.0	0	0.0
2001 Goal	2	2	100.0	1	50.0	0	0.0	0	0.0	0	0.0
TOTAL (Bottom-line) - Labor Market:											
			42.6		8.3		25.8		10.5		0.4
1998 Work Force	13	8	61.5	1	7.7	1	7.7	3	23.1	0	0.0
1999 Goal	16	9	56.3	2	12.5	2	12.5	3	18.8	0	0.0
2000 Goal	16	9	56.3	2	12.5	2	12.5	3	18.8	0	0.0
2001 Goal	16	9	56.3	2	12.5	2	12.5	3	18.8	0	0.0

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1999-2001

(Permanent Full-Time Work Force)

Department: **CITY CLERK**

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators	- Labor Market:		36.4		5.3		13.1		9.4		0.4
1998 Work Force	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
1999 Goal	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
2000 Goal	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
2001 Goal	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
Professionals	- Labor Market:		47.6		6.8		9.0		16.4		0.3
1998 Work Force	1	1	100.0	1	100.0	0	0.0	0	0.0	0	0.0
1999 Goal	1	1	100.0	1	100.0	0	0.0	0	0.0	0	0.0
2000 Goal	1	1	100.0	1	100.0	0	0.0	0	0.0	0	0.0
2001 Goal	1	1	100.0	1	100.0	0	0.0	0	0.0	0	0.0
Technicians	- Labor Market:		41.1		8.3		16.2		21.2		0.3
1998 Work Force	1	0	0.0	0	0.0	1	100.0	0	0.0	0	0.0
1999 Goal	1	0	0.0	0	0.0	1	100.0	0	0.0	0	0.0
2000 Goal	1	0	0.0	0	0.0	1	100.0	0	0.0	0	0.0
2001 Goal	1	0	0.0	0	0.0	1	100.0	0	0.0	0	0.0
Paraprofessionals	- Labor Market:		67.4		8.4		17.2		19.0		0.5
1998 Work Force	3	3	100.0	0	0.0	1	33.3	0	0.0	0	0.0
1999 Goal	3	3	100.0	0	0.0	1	33.3	0	0.0	0	0.0
2000 Goal	3	3	100.0	0	0.0	1	33.3	0	0.0	0	0.0
2001 Goal	3	3	100.0	0	0.0	1	33.3	0	0.0	0	0.0
Office / Clerical	- Labor Market:		78.9		11.0		22.6		10.6		0.5
1998 Work Force	13	9	69.2	2	15.4	1	7.7	2	15.4	0	0.0
1999 Goal	13	9	69.2	2	15.4	1	7.7	2	15.4	0	0.0
2000 Goal	13	9	69.2	2	15.4	1	7.7	2	15.4	0	0.0
2001 Goal	13	9	69.2	2	15.4	1	7.7	2	15.4	0	0.0
TOTALS (Bottom-line)	- Labor Market:		42.6		8.3		25.8		10.5		0.4
1998 Work Force	19	14	73.7	3	15.8	3	15.8	2	10.5	0	0.0
1999 Goal	19	14	73.7	3	15.8	3	15.8	2	10.5	0	0.0
2000 Goal	19	14	73.7	3	15.8	3	15.8	2	10.5	0	0.0
2001 Goal	19	14	73.7	3	15.8	3	15.8	2	10.5	0	0.0

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1999-2001

(Permanent Full-Time Work Force)

Department: CITY MANAGER

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators - Labor Market: 36.4 5.3 13.1 9.4 0.4											
1998 Work Force	9	5	55.6	2	22.2	1	11.1	0	0.0	0	0.0
1999 Goal	10	5	50.0	2	20.0	2	20.0	0	0.0	0	0.0
2000 Goal	10	4	40.0	1	10.0	2	20.0	0	0.0	0	0.0
2001 Goal	10	4	40.0	1	10.0	2	20.0	1	10.0	1	10.0
Professionals - Labor Market: 47.6 6.8 9.0 16.4 0.3											
1998 Work Force	2	1	50.0	1	50.0	0	0.0	0	0.0	0	0.0
1999 Goal	4	2	50.0	1	25.0	1	25.0	0	0.0	0	0.0
2000 Goal	4	2	50.0	1	25.0	1	25.0	1	25.0	0	0.0
2001 Goal	4	2	50.0	0	0.0	1	25.0	1	25.0	0	0.0
Paraprofessionals - Labor Market: 47.6 6.8 9.0 16.4 0.3											
1998 Work Force	5	5	100.0	0	0.0	1	20.0	0	0.0	0	0.0
1999 Goal	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
2000 Goal	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
2001 Goal	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Office / Clerical - Labor Market: 78.9 11.0 22.6 10.6 0.5											
1998 Work Force	4	4	100.0	0	0.0	0	0.0	1	25.0	0	0.0
1999 Goal	8	8	100.0	0	0.0	1	12.5	1	12.5	0	0.0
2000 Goal	8	7	87.5	1	12.5	2	25.0	1	12.5	0	0.0
2001 Goal	8	6	75.0	1	12.5	2	25.0	1	12.5	0	0.0
TOTAL (Bottom-line) - Labor Market: 42.6 8.3 25.8 10.5 0.4											
1998 Work Force	20	15	75.0	3	15.0	2	10.0	1	5.0	0	0.0
1999 Goal	22	15	68.2	3	13.6	4	18.2	1	4.5	0	0.0
2000 Goal	22	13	59.1	3	13.6	5	22.7	2	9.1	0	0.0
2001 Goal	22	12	54.5	2	9.1	5	22.7	3	13.6	1	4.5

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1999-2001

(Permanent Full-Time Work Force)

Department: **CITY PROSECUTOR**

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators - Labor Market:											
1998 Work Force	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1999 Goal	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
2000 Goal	2	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
2001 Goal	2	1	50.0	0	0.0	0	0.0	0	0.0	0	0.0
Professionals - Labor Market:											
1998 Work Force	14	4	28.6	0	0.0	1	7.1	0	0.0	0	0.0
1999 Goal	16	5	31.3	1	6.3	1	6.3	1	6.3	0	0.0
2000 Goal	17	6	35.3	1	5.9	1	5.9	1	5.9	0	0.0
2001 Goal	17	7	41.2	1	5.9	1	5.9	1	5.9	0	0.0
Paraprofessionals - Labor Market:											
1998 Work Force	2	2	100.0	0	0.0	0	0.0	0	0.0	0	0.0
1999 Goal	3	3	100.0	0	0.0	1	33.3	1	33.3	0	0.0
2000 Goal	4	3	75.0	1	25.0	1	25.0	1	25.0	0	0.0
2001 Goal	6	4	66.7	2	33.3	2	33.3	2	33.3	0	0.0
Office / Clerical - Labor Market:											
1998 Work Force	11	11	100.0	2	18.2	4	36.4	0	0.0	0	0.0
1999 Goal	12	12	100.0	2	16.7	4	33.3	1	8.3	0	0.0
2000 Goal	13	13	100.0	3	23.1	5	38.5	1	7.7	0	0.0
2001 Goal	15	15	100.0	3	20.0	5	33.3	2	13.3	0	0.0
TOTAL (Bottom-line) - Labor Market:											
1998 Work Force	28	17	60.7	2	7.1	5	17.9	0	0.0	0	0.0
1999 Goal	32	20	62.5	3	9.4	6	18.8	3	9.4	0	0.0
2000 Goal	36	22	61.1	5	13.9	7	19.4	3	8.3	0	0.0
2001 Goal	40	27	67.5	6	15.0	8	20.0	5	12.5	0	0.0

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1999-2001

(Permanent Full-Time Work Force)

Department: **CIVIL SERVICE**

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators - Labor Market:											
1998 Work Force	4	0	0.0	1	25.0	2	50.0	0	0.0	0	0.0
1999 Goal	4	0	0.0	1	25.0	2	50.0	0	0.0	0	0.0
2000 Goal	4	0	0.0	1	25.0	2	50.0	0	0.0	0	0.0
2001 Goal	4	1	25.0	1	25.0	2	50.0	0	0.0	0	0.0
Professionals - Labor Market:											
1998 Work Force	6	3	50.0	1	16.7	2	33.3	1	16.7	0	0.0
1999 Goal	6	3	50.0	1	16.7	2	33.3	1	16.7	0	0.0
2000 Goal	7	4	57.1	1	14.3	2	28.6	1	14.3	0	0.0
2001 Goal	7	4	57.1	1	14.3	2	28.6	1	14.3	0	0.0
Paraprofessionals - Labor Market:											
1998 Work Force	2	2	100.0	1	50.0	0	0.0	0	0.0	0	0.0
1999 Goal	2	2	100.0	1	50.0	0	0.0	0	0.0	0	0.0
2000 Goal	2	2	100.0	1	50.0	0	0.0	0	0.0	0	0.0
2001 Goal	2	2	100.0	1	50.0	0	0.0	0	0.0	0	0.0
Office / Clerical - Labor Market:											
1998 Work Force	5	5	100.0	2	40.0	2	40.0	1	20.0	0	0.0
1999 Goal	5	5	100.0	2	40.0	2	40.0	1	20.0	0	0.0
2000 Goal	5	5	100.0	2	40.0	2	40.0	1	20.0	0	0.0
2001 Goal	5	5	100.0	2	40.0	2	40.0	1	20.0	0	0.0
TOTAL (Bottom-line) - Labor Market:											
1998 Work Force	17	10	58.8	5	29.4	6	35.3	2	11.8	0	0.0
1999 Goal	17	10	58.8	5	29.4	6	35.3	2	11.8	0	0.0
2000 Goal	18	11	61.1	5	27.8	6	33.3	2	11.1	0	0.0
2001 Goal	18	12	66.7	5	27.8	6	33.3	2	11.1	0	0.0

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1999-2001

(Permanent Full-Time Work Force)

Department: COMMUNITY DEVELOPMENT

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators - Labor Market:											
1998 Work Force	21	9	42.9	4	19.0	0	0.0	3	14.3	0	0.0
1999 Goal	22	9	40.9	4	18.2	1	4.5	3	13.6	0	0.0
2000 Goal	23	9	39.1	4	17.4	2	8.7	3	13.0	0	0.0
2001 Goal	23	9	39.1	4	17.4	2	8.7	3	13.0	0	0.0
Professionals - Labor Market:											
1998 Work Force	23	10	43.5	2	8.7	5	21.7	2	8.7	0	0.0
1999 Goal	26	12	46.2	2	7.7	5	19.2	3	11.5	0	0.0
2000 Goal	29	13	44.8	2	6.9	5	17.2	5	17.2	0	0.0
2001 Goal	33	15	45.5	3	9.1	5	15.2	6	18.2	0	0.0
Technicians - Labor Market:											
1998 Work Force	5	1	20.0	4	80.0	0	0.0	0	0.0	0	0.0
1999 Goal	6	1	16.7	4	66.7	1	16.7	0	0.0	0	0.0
2000 Goal	6	1	16.7	4	66.7	1	16.7	0	0.0	0	0.0
2001 Goal	6	1	16.7	4	66.7	1	16.7	0	0.0	0	0.0
Paraprofessionals - Labor Market:											
1998 Work Force	3	3	100.0	0	0.0	0	0.0	0	0.0	0	0.0
1999 Goal	3	3	100.0	0	0.0	1	33.3	0	0.0	0	0.0
2000 Goal	4	3	75.0	0	0.0	1	25.0	0	0.0	0	0.0
2001 Goal	4	3	75.0	0	0.0	1	25.0	0	0.0	0	0.0
Office / Clerical - Labor Market:											
1998 Work Force	45	41	91.1	11	24.4	14	31.1	4	8.9	3	6.7
1999 Goal	48	42	87.5	11	22.9	14	29.2	6	12.5	3	6.3
2000 Goal	52	43	82.7	12	23.1	16	30.8	6	11.5	3	5.8
2001 Goal	56	45	80.4	12	21.4	17	30.4	8	14.3	3	5.4
Service / Maintenance - Labor Market:											
1998 Work Force	1	1	100.0	1	100.0	0	0.0	0	0.0	0	0.0
1999 Goal	1	1	100.0	1	100.0	0	0.0	0	0.0	0	0.0
2000 Goal	1	1	100.0	1	100.0	0	0.0	0	0.0	0	0.0
2001 Goal	1	1	100.0	1	100.0	0	0.0	0	0.0	0	0.0
TOTAL (Bottom-line) - Labor Market:											
1998 Work Force	98	65	66.3	22	22.4	19	19.4	9	9.2	3	3.1
1999 Goal	106	68	64.2	22	20.8	22	20.8	12	11.3	3	2.8
2000 Goal	115	70	60.9	23	20.0	25	21.7	14	12.2	3	2.6
2001 Goal	123	74	60.2	24	19.5	26	21.1	17	13.8	3	2.4

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1999-2001

(Permanent Full-Time Work Force)

Department: FINANCIAL MANAGEMENT

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators - Labor Market: 36.4 5.3 13.1 9.4 0.4											
1998 Work Force	14	7	50.0	3	21.4	1	7.1	0	0.0	0	0.0
1999 Goal	14	7	50.0	3	21.4	1	7.1	0	0.0	0	0.0
2000 Goal	14	7	50.0	3	21.4	1	7.1	0	0.0	0	0.0
2001 Goal	14	7	50.0	3	21.4	1	7.1	0	0.0	0	0.0
Professionals - Labor Market: 47.6 6.8 9.0 16.4 0.3											
1998 Work Force	27	15	55.6	3	11.1	4	14.8	8	29.6	0	0.0
1999 Goal	27	15	55.6	3	11.1	4	14.8	8	29.6	0	0.0
2000 Goal	27	15	55.6	3	11.1	4	14.8	8	29.6	0	0.0
2001 Goal	27	15	55.6	3	11.1	4	14.8	8	29.6	0	0.0
Technicians - Labor Market: 41.1 8.3 16.2 21.2 0.3											
1998 Work Force	2	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1999 Goal	3	1	33.3	0	0.0	0	0.0	0	0.0	0	0.0
2000 Goal	3	1	33.3	0	0.0	0	0.0	0	0.0	0	0.0
2001 Goal	3	1	33.3	0	0.0	0	0.0	0	0.0	0	0.0
Paraprofessionals - Labor Market: 67.4 8.4 17.2 19.0 0.5											
1998 Work Force	8	6	75.0	1	12.5	1	12.5	3	37.5	0	0.0
1999 Goal	8	6	75.0	1	12.5	1	12.5	3	37.5	0	0.0
2000 Goal	8	6	75.0	1	12.5	1	12.5	3	37.5	0	0.0
2001 Goal	8	6	75.0	1	12.5	1	12.5	3	37.5	0	0.0
Office / Clerical - Labor Market: 78.9 11.0 22.6 10.6 0.5											
1998 Work Force	97	81	83.5	32	33.0	17	17.5	12	12.4	1	1.0
1999 Goal	113	81	71.7	32	28.3	25	22.1	12	10.6	1	0.9
2000 Goal	113	81	71.7	32	28.3	25	22.1	12	10.6	1	0.9
2001 Goal	113	81	71.7	32	28.3	25	22.1	12	10.6	1	0.9
TOTAL (Bottom-line) - Labor Market: 42.6 8.3 25.8 10.5 0.4											
1998 Work Force	148	109	73.6	39	26.4	23	15.5	23	15.5	1	0.7
1999 Goal	165	110	66.7	39	23.6	31	18.8	23	13.9	1	0.6
2000 Goal	165	110	66.7	39	23.6	31	18.8	23	13.9	1	0.6
2001 Goal	165	110	66.7	39	23.6	31	18.8	23	13.9	1	0.6

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1999-2001

(Permanent Full-Time Work Force)

Department: FIRE

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators - Labor Market: 36.4 5.3 13.1 9.4 0.4											
1998 Work Force	7	0	0.0	0	0.0	0	0.0	0	0.0	1	14.3
1999 Goal	7	1	14.3	0	0.0	1	14.3	0	0.0	1	14.3
2000 Goal	7	1	14.3	0	0.0	1	14.3	0	0.0	1	14.3
2001 Goal	7	1	14.3	0	0.0	1	14.3	0	0.0	1	14.3
Professionals - Labor Market: 47.6 6.8 9.0 16.4 0.3											
1998 Work Force	5	3	60.0	1	20.0	0	0.0	1	20.0	0	0.0
1999 Goal	5	3	60.0	1	20.0	1	20.0	1	20.0	0	0.0
2000 Goal	5	3	60.0	1	20.0	1	20.0	1	20.0	0	0.0
2001 Goal	5	3	60.0	1	20.0	1	20.0	1	20.0	0	0.0
Technicians - Labor Market: 16.0 18.8 20.7 5.9 0.7											
1998 Work Force	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1999 Goal	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
2000 Goal	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
2001 Goal	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Protective Services - Labor Market: 16.0 18.8 20.7 5.9 0.7											
1998 Work Force	460	12	2.6	38	8.3	63	13.7	16	3.5	2	0.4
1999 Goal	460	15	3.3	43	9.3	67	14.6	18	3.9	2	0.4
2000 Goal	460	18	3.9	48	10.4	72	15.7	20	4.3	3	0.7
2001 Goal	460	21	4.6	54	11.7	76	16.5	21	4.6	3	0.7
Paraprofessionals - Labor Market: 67.4 8.4 17.2 19.0 0.5											
1998 Work Force	2	2	100.0	0	0.0	0	0.0	1	50.0	0	0.0
1999 Goal	2	2	100.0	0	0.0	0	0.0	1	50.0	0	0.0
2000 Goal	2	2	100.0	0	0.0	0	0.0	1	50.0	0	0.0
2001 Goal	2	2	100.0	0	0.0	0	0.0	1	50.0	0	0.0
Office / Clerical - Labor Market: 78.9 11.0 22.6 10.6 0.5											
1998 Work Force	33	27	81.8	2	6.1	4	12.1	1	3.0	0	0.0
1999 Goal	33	27	81.8	2	6.1	4	12.1	1	3.0	0	0.0
2000 Goal	33	27	81.8	2	6.1	4	12.1	1	3.0	0	0.0
2001 Goal	33	27	81.8	2	6.1	4	12.1	1	3.0	0	0.0
Skilled Craft - Labor Market: 3.6 5.6 42.5 5.7 0.5											
1998 Work Force	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1999 Goal	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
2000 Goal	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
2001 Goal	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
TOTAL (Bottom-line) - Labor Market: 42.6 8.3 25.8 10.5 0.4											
1998 Work Force	509	44	8.6	41	8.1	67	13.2	19	3.7	3	0.6
1999 Goal	509	48	9.4	46	9.0	73	14.3	21	4.1	3	0.6
2000 Goal	509	51	10.0	51	10.0	78	15.3	23	4.5	4	0.8
2001 Goal	509	54	10.6	57	11.2	82	16.1	24	4.7	4	0.8

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1999-2001

(Permanent Full-Time Work Force)

Department: FIRE - SWORN (Firefighter classifications including Fire Recruit)

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators - Labor Market:			36.4		5.3		13.1		9.4		0.4
1998 Work Force	4	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1999 Goal	4	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
2000 Goal	4	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
2001 Goal	4	0	0.0	0	0.0	1	25.0	0	0.0	0	0.0
Protective Services - Labor Market:			16.0		18.8		20.7		5.9		0.7
1998 Work Force	417	8	1.9	32	7.7	61	14.6	15	3.6	2	0.5
1999 Goal	417	10	2.4	35	8.4	63	15.1	17	4.1	2	0.5
2000 Goal	417	12	2.9	38	9.1	66	15.8	19	4.6	3	0.7
2001 Goal	417	14	3.4	42	10.1	68	16.3	21	5.0	3	0.7

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1999-2001

(Permanent Full-Time Work Force)

Department: **GAS & ELECTRIC**

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators	- Labor Market:		36.4		5.3		13.1		9.4		0.4
1998 Work Force	6	2	33.3	0	0.0	0	0.0	2	33.3	0	0.0
1999 Goal	4	2	50.0	0	0.0	0	0.0	2	50.0	0	0.0
2000 Goal	4	2	50.0	0	0.0	0	0.0	2	50.0	0	0.0
2001 Goal	6	2	33.3	0	0.0	0	0.0	2	33.3	0	0.0
Professionals	- Labor Market:		47.6		6.8		9.0		16.4		0.3
1998 Work Force	11	4	36.4	0	0.0	0	0.0	3	27.3	0	0.0
1999 Goal	11	4	36.4	0	0.0	0	0.0	3	27.3	0	0.0
2000 Goal	11	5	45.5	0	0.0	0	0.0	2	18.2	0	0.0
2001 Goal	11	5	45.5	0	0.0	0	0.0	2	18.2	0	0.0
Technicians	- Labor Market:		41.1		8.3		16.2		21.2		0.3
1998 Work Force	13	5	38.5	1	7.7	2	15.4	1	7.7	1	7.7
1999 Goal	13	5	38.5	1	7.7	2	15.4	1	7.7	1	7.7
2000 Goal	13	5	38.5	1	7.7	2	15.4	1	7.7	1	7.7
2001 Goal	13	5	38.5	1	7.7	2	15.4	2	15.4	0	0.0
Paraprofessionals	- Labor Market:		67.4		8.4		17.2		19.0		0.5
1998 Work Force	4	4	100.0	0	0.0	2	50.0	1	25.0	0	0.0
1999 Goal	4	4	100.0	0	0.0	2	50.0	1	25.0	0	0.0
2000 Goal	4	4	100.0	0	0.0	2	50.0	1	25.0	0	0.0
2001 Goal	4	4	100.0	0	0.0	2	50.0	1	25.0	0	0.0
Office / Clerical	- Labor Market:		78.9		11.0		22.6		10.6		0.5
1998 Work Force	16	11	68.8	6	37.5	3	18.8	3	18.8	0	0.0
1999 Goal	15	10	66.7	4	26.7	4	26.7	3	20.0	0	0.0
2000 Goal	15	10	66.7	4	26.7	4	26.7	3	20.0	0	0.0
2001 Goal	15	10	66.7	4	26.7	4	26.7	3	20.0	0	0.0
Skilled Craft	- Labor Market:		3.6		5.6		42.5		5.7		0.5
1998 Work Force	49	0	0.0	4	8.2	8	16.3	3	6.1	3	6.1
1999 Goal	49	0	0.0	4	8.2	8	16.3	3	6.1	3	6.1
2000 Goal	49	0	0.0	4	8.2	8	16.3	3	6.1	3	6.1
2001 Goal	49	0	0.0	4	8.2	7	14.3	4	8.2	3	6.1
Service / Maintenance	- Labor Market:		3.6		5.6		42.5		5.7		0.5
1998 Work Force	102	4	3.9	24	23.5	21	20.6	7	6.9	0	0.0
1999 Goal	108	5	4.6	23	21.3	24	22.2	9	8.3	1	0.9
2000 Goal	108	5	4.6	23	21.3	25	23.1	9	8.3	1	0.9
2001 Goal	108	6	5.6	23	21.3	27	25.0	9	8.3	1	0.9
TOTALS	(Bottom-line) - Labor Market:		42.6		8.3		25.8		10.5		0.4
1998 Work Force	201	30	14.9	35	17.4	36	17.9	20	10.0	4	2.0
1999 Goal	204	30	14.7	32	15.7	40	19.6	22	10.8	5	2.5
2000 Goal	204	31	15.2	32	15.7	41	20.1	21	10.3	5	2.5
2001 Goal	206	32	15.5	32	15.5	42	20.4	23	11.2	4	1.9

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1999-2001

(Permanent Full-Time Work Force)

Department: **HARBOR**

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators - Labor Market: 36.4 5.3 13.1 9.4 0.4											
1998 Work Force	14	4	28.6	0	0.0	0	0.0	1	7.1	0	0.0
1999 Goal	14	4	28.6	0	0.0	0	0.0	1	7.1	0	0.0
2000 Goal	14	4	28.6	0	0.0	0	0.0	1	7.1	0	0.0
2001 Goal	14	4	28.6	0	0.0	1	7.1	1	7.1	0	0.0
Professionals - Labor Market: 47.6 6.8 9.0 16.4 0.3											
1998 Work Force	66	18	27.3	4	6.1	5	7.6	14	21.2	0	0.0
1999 Goal	66	19	28.8	4	6.1	5	7.6	14	21.2	0	0.0
2000 Goal	66	21	31.8	5	7.6	6	9.1	13	19.7	0	0.0
2001 Goal	66	22	33.3	5	7.6	6	9.1	13	19.7	0	0.0
Technicians - Labor Market: 41.1 8.3 16.2 21.2 0.3											
1998 Work Force	28	5	17.9	1	3.6	5	17.9	2	7.1	0	0.0
1999 Goal	28	6	21.4	2	7.1	5	17.9	2	7.1	0	0.0
2000 Goal	28	6	21.4	2	7.1	5	17.9	3	10.7	0	0.0
2001 Goal	28	7	25.0	2	7.1	5	17.9	4	14.3	0	0.0
Protective Services - Labor Market: 16.0 18.8 20.7 5.9 0.7											
1998 Work Force	32	3	9.4	7	21.9	4	12.5	2	6.3	0	0.0
1999 Goal	32	3	9.4	7	21.9	4	12.5	2	6.3	0	0.0
2000 Goal	32	4	12.5	6	18.8	5	15.6	2	6.3	0	0.0
2001 Goal	32	4	12.5	6	18.8	6	18.8	2	6.3	0	0.0
Paraprofessionals - Labor Market: 67.4 8.4 17.2 19.0 0.5											
1998 Work Force	2	1	50.0	0	0.0	0	0.0	0	0.0	0	0.0
1999 Goal	2	1	50.0	0	0.0	0	0.0	0	0.0	0	0.0
2000 Goal	2	1	50.0	0	0.0	0	0.0	0	0.0	0	0.0
2001 Goal	2	1	50.0	0	0.0	0	0.0	0	0.0	0	0.0
Office / Clerical - Labor Market: 78.9 11.0 22.6 10.6 0.5											
1998 Work Force	49	40	81.6	11	22.4	6	12.2	7	14.3	0	0.0
1999 Goal	49	40	81.6	10	20.4	7	14.3	7	14.3	0	0.0
2000 Goal	49	40	81.6	10	20.4	8	16.3	6	12.2	0	0.0
2001 Goal	49	40	81.6	9	18.4	8	16.3	6	12.2	0	0.0
Skilled Craft - Labor Market: 3.6 5.6 42.5 5.7 0.5											
1998 Work Force	50	1	2.0	8	16.0	6	12.0	0	0.0	0	0.0
1999 Goal	50	1	2.0	8	16.0	8	16.0	0	0.0	0	0.0
2000 Goal	50	1	2.0	8	16.0	8	16.0	1	2.0	0	0.0
2001 Goal	50	2	4.0	8	16.0	10	20.0	1	2.0	0	0.0
Service / Maintenance - Labor Market: 17.0 8.8 58.5 7.0 0.4											
1998 Work Force	41	3	7.3	17	41.5	10	24.4	1	2.4	0	0.0
1999 Goal	41	4	9.8	15	36.6	11	26.8	1	2.4	0	0.0
2000 Goal	41	4	9.8	12	29.3	12	29.3	2	4.9	0	0.0
2001 Goal	41	5	12.2	11	26.8	13	31.7	2	4.9	0	0.0
TOTAL (Bottom-line) - Labor Market: 42.6 8.3 25.8 10.5 0.4											
1998 Work Force	282	75	26.6	48	17.0	36	12.8	27	9.6	0	0.0
1999 Goal	282	78	27.7	46	16.3	40	14.2	27	9.6	0	0.0
2000 Goal	282	81	28.7	43	15.2	44	15.6	28	9.9	0	0.0
2001 Goal	282	85	30.1	41	14.5	49	17.4	29	10.3	0	0.0

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1999-2001

(Permanent Full-Time Work Force)

Department: HEALTH & HUMAN SERVICES

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators - Labor Market: 36.4 5.3 13.1 9.4 0.4											
1998 Work Force	15	7	46.7	3	20.0	3	20.0	3	20.0	0	0.0
1999 Goal	15	8	53.3	4	26.7	4	26.7	3	20.0	0	0.0
2000 Goal	15	8	53.3	4	26.7	5	33.3	3	20.0	0	0.0
2001 Goal	15	9	60.0	4	26.7	5	33.3	4	26.7	0	0.0
Professionals - Labor Market: 47.6 6.8 9.0 16.4 0.3											
1998 Work Force	81	54	66.7	8	9.9	10	12.3	25	30.9	0	0.0
1999 Goal	91	59	64.8	8	8.8	10	11.0	26	28.6	0	0.0
2000 Goal	91	60	65.9	8	8.8	12	13.2	30	33.0	0	0.0
2001 Goal	95	60	63.2	7	7.4	14	14.7	32	33.7	0	0.0
Technicians - Labor Market: 41.1 8.3 16.2 21.2 0.3											
1998 Work Force	9	3	33.3	1	11.1	1	11.1	4	44.4	0	0.0
1999 Goal	9	3	33.3	1	11.1	1	11.1	5	55.6	0	0.0
2000 Goal	10	4	40.0	2	20.0	2	20.0	5	50.0	0	0.0
2001 Goal	10	4	40.0	2	20.0	2	20.0	5	50.0	0	0.0
Protective Services - Labor Market: 16.0 18.8 20.7 5.9 0.7											
1998 Work Force	18	9	50.0	1	5.6	4	22.2	0	0.0	0	0.0
1999 Goal	19	9	47.4	1	5.3	5	26.3	0	0.0	0	0.0
2000 Goal	19	10	52.6	1	5.3	5	26.3	1	5.3	0	0.0
2001 Goal	20	11	55.0	2	10.0	6	30.0	1	5.0	0	0.0
Paraprofessionals - Labor Market: 67.4 8.4 17.2 19.0 0.5											
1998 Work Force	5	5	100.0	0	0.0	0	0.0	4	80.0	0	0.0
1999 Goal	6	6	100.0	0	0.0	2	33.3	4	66.7	0	0.0
2000 Goal	6	6	100.0	1	16.7	2	33.3	5	83.3	0	0.0
2001 Goal	6	6	100.0	1	16.7	2	33.3	5	83.3	0	0.0
Office / Clerical - Labor Market: 78.9 11.0 22.6 10.6 0.5											
1998 Work Force	54	50	92.6	9	16.7	15	27.8	16	29.6	1	1.9
1999 Goal	54	51	94.4	9	16.7	16	29.6	16	29.6	1	1.9
2000 Goal	55	52	94.5	10	18.2	16	29.1	17	30.9	1	1.8
2001 Goal	56	52	92.9	10	17.9	17	30.4	17	30.4	1	1.8
Service / Maintenance - Labor Market: 3.6 5.6 42.5 5.7 0.5											
1998 Work Force	9	1	11.1	7	77.8	2	22.2	0	0.0	0	0.0
1999 Goal	9	2	22.2	7	77.8	2	22.2	1	11.1	0	0.0
2000 Goal	9	2	22.2	8	88.9	3	33.3	1	11.1	0	0.0
2001 Goal	10	2	20.0	8	80.0	4	40.0	1	10.0	0	0.0
TOTAL (Bottom-line) - Labor Market: 42.6 8.3 25.8 10.5 0.4											
1999 Work Force	191	129	67.5	29	15.2	35	18.3	52	27.2	1	0.5
2000 Goal	203	138	68.0	30	14.8	40	19.7	55	27.1	1	0.5
2001 Goal	205	142	69.3	34	16.6	45	22.0	62	30.2	1	0.5
2002 Goal	212	144	67.9	34	16.0	50	23.6	65	30.7	1	0.5

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1999-2001

(Permanent Full-Time Work Force)

Department: HUMAN RESOURCES & AFFIRMATIVE ACTION

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
<hr/>											
Officials / Administrators	- Labor Market:		36.4		5.3		13.1		9.4		0.4
1998 Work Force	6	3	50.0	0	0.0	2	33.3	1	16.7	0	0.0
1999 Goal	6	3	50.0	0	0.0	2	33.3	1	16.7	0	0.0
2000 Goal	6	3	50.0	0	0.0	2	33.3	1	16.7	0	0.0
2001 Goal	6	3	50.0	0	0.0	2	33.3	1	16.7	0	0.0
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Professionals	- Labor Market:		47.6		6.8		9.0		16.4		0.3
1998 Work Force	5	3	60.0	1	20.0	1	20.0	0	0.0	0	0.0
1999 Goal	6	3	50.0	1	16.7	1	16.7	1	16.7	0	0.0
2000 Goal	6	3	50.0	1	16.7	1	16.7	1	16.7	0	0.0
2001 Goal	6	3	50.0	1	16.7	1	16.7	1	16.7	0	0.0
<hr/>											
Paraprofessionals	- Labor Market:		67.4		8.4		17.2		19.0		0.5
1998 Work Force	3	3	100.0	0	0.0	1	33.3	1	33.3	0	0.0
1999 Goal	3	3	100.0	0	0.0	2	66.7	1	33.3	0	0.0
2000 Goal	3	3	100.0	0	0.0	2	66.7	1	33.3	0	0.0
2001 Goal	3	3	100.0	0	0.0	2	66.7	1	33.3	0	0.0
<hr/>											
Office / Clerical	- Labor Market:		78.9		11.0		22.6		10.6		0.5
1998 Work Force	7	6	85.7	1	14.3	0	0.0	2	28.6	0	0.0
1999 Goal	7	6	85.7	1	14.3	0	0.0	2	28.6	0	0.0
2000 Goal	7	6	85.7	1	14.3	1	14.3	2	28.6	0	0.0
2001 Goal	7	6	85.7	1	14.3	1	14.3	2	28.6	0	0.0
<hr/>											
TOTAL	(Bottom-line) - Labor Market:		42.6		8.3		25.8		10.5		0.4
1998 Work Force	21	15	71.4	2	9.5	4	19.0	4	19.0	0	0.0
1999 Goal	22	15	68.2	2	9.1	5	22.7	5	22.7	0	0.0
2000 Goal	22	15	68.2	2	9.1	6	27.3	5	22.7	0	0.0
2001 Goal	22	15	68.2	2	9.1	6	27.3	5	22.7	0	0.0

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1999-2001

(Permanent Full-Time Work Force)

Department: **LAW**

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian		
		#	%	#	%	#	%	#	%	#	%	
Officials / Administrators - Labor Market:												
			36.4		5.3		13.1		9.4		0.4	
1998 Work Force	7	3	42.9	0	0.0	0	0.0	0	0.0	0	0.0	
1999 Goal	7	3	42.9	0	0.0	0	0.0	0	0.0	0	0.0	
2000 Goal	7	3	42.9	0	0.0	0	0.0	0	0.0	0	0.0	
2001 Goal	7	3	42.9	0	0.0	0	0.0	0	0.0	0	0.0	
Professionals - Labor Market:												
			47.6		6.8		9.0		16.4		0.3	
1998 Work Force	24	8	33.3	3	12.5	3	12.5	0	0.0	1	4.2	
1999 Goal	24	9	37.5	3	12.5	4	16.7	0	0.0	1	4.2	
2000 Goal	24	9	37.5	3	12.5	4	16.7	1	4.2	1	4.2	
2001 Goal	24	10	41.7	3	12.5	5	20.8	1	4.2	1	4.2	
Paraprofessionals - Labor Market:												
			67.4		8.4		17.2		19.0		0.5	
1998 Work Force	3	3	100.0	0	0.0	1	33.3	1	33.3	0	0.0	
1999 Goal	3	3	100.0	0	0.0	1	33.3	1	33.3	0	0.0	
2000 Goal	3	3	100.0	0	0.0	1	33.3	1	33.3	0	0.0	
2001 Goal	3	3	100.0	0	0.0	1	33.3	1	33.3	0	0.0	
Office / Clerical - Labor Market:												
			78.9		11.0		22.6		10.6		0.5	
1998 Work Force	30	28	93.3	5	16.7	4	13.3	2	6.7	0	0.0	
1999 Goal	30	27	90.0	5	16.7	5	16.7	2	6.7	0	0.0	
2000 Goal	30	27	90.0	4	13.3	6	20.0	2	6.7	0	0.0	
2001 Goal	30	26	86.7	4	13.3	6	20.0	2	6.7	0	0.0	
TOTALS (Bottom-line) - Labor Market:												
			42.6		8.3		25.8		10.5		0.4	
1998 Work Force	64	42	65.6	8	12.5	8	12.5	3	4.7	1	1.6	
1999 Goal	64	42	65.6	8	12.5	10	15.6	3	4.7	1	1.6	
2000 Goal	64	42	65.6	7	10.9	11	17.2	4	6.3	1	1.6	
2001 Goal	64	42	65.6	7	10.9	12	18.8	4	6.3	1	1.6	

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1999-2001

(Permanent Full-Time Work Force)

Department: **LIBRARY SERVICES**

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators - Labor Market: 36.4 5.3 13.1 9.4 0.4											
1998 Work Force	5	4	80.0	0	0.0	1	20.0	0	0.0	0	0.0
1999 Goal	5	5	100.0	0	0.0	1	20.0	0	0.0	0	0.0
2000 Goal	5	5	100.0	0	0.0	1	20.0	0	0.0	0	0.0
2001 Goal	5	5	100.0	0	0.0	1	20.0	0	0.0	0	0.0
Professionals - Labor Market: 47.6 6.8 9.0 16.4 0.3											
1998 Work Force	35	30	85.7	1	2.9	1	2.9	2	5.7	0	0.0
1999 Goal	36	28	77.8	3	8.3	3	8.3	4	11.1	0	0.0
2000 Goal	37	28	75.7	3	8.1	3	8.1	4	10.8	0	0.0
2001 Goal	38	29	76.3	3	7.9	3	7.9	4	10.5	0	0.0
Technicians - Labor Market: 41.1 8.3 16.2 21.2 0.3											
1998 Work Force	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1999 Goal	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
2000 Goal	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
2001 Goal	2	1	50.0	0	0.0	0	0.0	0	0.0	0	0.0
Paraprofessionals - Labor Market: 67.4 8.4 17.2 19.0 0.5											
1998 Work Force	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
1999 Goal	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
2000 Goal	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
2001 Goal	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
Office / Clerical - Labor Market: 78.9 11.0 22.6 10.6 0.5											
1998 Work Force	33	25	75.8	3	9.1	7	21.2	3	9.1	0	0.0
1999 Goal	33	24	72.7	4	12.1	7	21.2	4	12.1	0	0.0
2000 Goal	33	24	72.7	5	15.2	8	24.2	5	15.2	0	0.0
2001 Goal	33	25	75.8	5	15.2	8	24.2	5	15.2	0	0.0
Skilled Craft - Labor Market: 3.6 5.6 42.5 5.7 0.5											
1998 Work Force	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
1999 Goal	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
2000 Goal	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
2001 Goal	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Service / Maintenance - Labor Market: 17.0 8.8 58.5 7.0 0.4											
1998 Work Force	1	0	0.0	1	100.0	0	0.0	0	0.0	0	0.0
1999 Goal	1	0	0.0	1	100.0	0	0.0	0	0.0	0	0.0
2000 Goal	1	0	0.0	1	100.0	0	0.0	0	0.0	0	0.0
2001 Goal	1	0	0.0	1	100.0	0	0.0	0	0.0	0	0.0
TOTAL (Bottom-line) - Labor Market: 42.6 8.3 25.8 10.5 0.4											
1998 Work Force	77	60	77.9	5	6.5	9	11.7	5	6.5	0	0.0
1999 Goal	78	58	74.4	8	10.3	11	14.1	8	10.3	0	0.0
2000 Goal	79	58	73.4	9	11.4	12	15.2	9	11.4	0	0.0
2001 Goal	81	61	75.3	9	11.1	12	14.8	9	11.1	0	0.0

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1999-2001

(Permanent Full-Time Work Force)

Department: **MAYOR/CITY COUNCIL**

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators	- Labor Market:		36.4		5.3		13.1		9.4		0.4
1998 Work Force	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
1999 Goal	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
2000 Goal	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
2001 Goal	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
Professionals	- Labor Market:		47.6		6.8		9.0		16.4		0.3
1998 Work Force	27	21	77.8	2	7.4	4	14.8	1	3.7	0	0.0
1999 Goal	27	21	77.8	3	11.1	4	14.8	1	3.7	0	0.0
2000 Goal	27	21	77.8	3	11.1	4	14.8	1	3.7	0	0.0
2001 Goal	27	21	77.8	3	11.1	4	14.8	1	3.7	0	0.0
Office / Clerical	- Labor Market:		78.9		11.0		22.6		10.6		0.5
1998 Work Force	3	3	100.0	1	33.3	0	0.0	0	0.0	0	0.0
1999 Goal	3	3	100.0	1	33.3	0	0.0	0	0.0	0	0.0
2000 Goal	3	3	100.0	1	33.3	0	0.0	0	0.0	0	0.0
2001 Goal	3	3	100.0	1	33.3	0	0.0	0	0.0	0	0.0
TOTALS	(Bottom-line) - Labor Market:		42.6		8.3		25.8		10.5		0.4
1998 Work Force	31	25	80.6	3	9.7	4	12.9	1	3.2	0	0.0
1999 Goal	31	25	80.6	4	12.9	4	12.9	1	3.2	0	0.0
2000 Goal	31	25	80.6	4	12.9	4	12.9	1	3.2	0	0.0
2001 Goal	31	25	80.6	4	12.9	4	12.9	1	3.2	0	0.0

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1999-2001

(Permanent Full-Time Work Force)

Department: OIL PROPERTIES

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators - Labor Market: 36.4 5.3 13.1 9.4 0.4											
1998 Work Force	10	1	10.0	0	0.0	1	10.0	0	0.0	0	0.0
1999 Goal	10	1	10.0	0	0.0	1	10.0	0	0.0	0	0.0
2000 Goal	10	1	10.0	0	0.0	1	10.0	0	0.0	0	0.0
2001 Goal	10	1	10.0	0	0.0	1	10.0	0	0.0	0	0.0
Professionals - Labor Market: 47.6 6.8 9.0 16.4 0.3											
1998 Work Force	9	1	11.1	1	11.1	1	11.1	2	22.2	0	0.0
1999 Goal	14	3	21.4	3	21.4	3	21.4	3	21.4	0	0.0
2000 Goal	15	4	26.7	3	20.0	3	20.0	3	20.0	0	0.0
2001 Goal	15	4	26.7	3	20.0	3	20.0	3	20.0	0	0.0
Technicians - Labor Market: 41.1 8.3 16.2 21.2 0.3											
1998 Work Force	4	0	0.0	0	0.0	1	25.0	0	0.0	0	0.0
1999 Goal	5	0	0.0	0	0.0	1	20.0	0	0.0	0	0.0
2000 Goal	5	0	0.0	0	0.0	1	20.0	0	0.0	0	0.0
2001 Goal	5	0	0.0	0	0.0	1	20.0	0	0.0	0	0.0
Paraprofessionals - Labor Market: 78.9 11.0 22.6 10.6 0.5											
1998 Work Force	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
1999 Goal	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
2000 Goal	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
2001 Goal	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
Office / Clerical - Labor Market: 78.9 11.0 22.6 10.6 0.5											
1998 Work Force	5	5	100.0	1	20.0	1	20.0	1	20.0	0	0.0
1999 Goal	7	7	100.0	2	28.6	1	14.3	1	14.3	0	0.0
2000 Goal	7	7	100.0	2	28.6	1	14.3	1	14.3	0	0.0
2001 Goal	7	7	100.0	2	28.6	1	14.3	1	14.3	0	0.0
TOTAL (Bottom-line) - Labor Market: 42.6 8.3 25.8 10.5 0.4											
1998 Work Force	29	8	27.6	2	6.9	4	13.8	3	10.3	0	0.0
1999 Goal	37	12	32.4	5	13.5	6	16.2	4	10.8	0	0.0
2000 Goal	38	13	34.2	5	13.2	6	15.8	4	10.5	0	0.0
2001 Goal	38	13	34.2	5	13.2	6	15.8	4	10.5	0	0.0

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1999-2001

(Permanent Full-Time Work Force)

Department: PARKS, RECREATION & MARINE

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators - Labor Market: 36.4 5.3 13.1 9.4 0.4											
1998 Work Force	24	10	41.7	5	20.8	4	16.7	1	4.2	1	4.2
1999 Goal	25	11	44.0	5	20.0	5	20.0	2	8.0	1	4.0
2000 Goal	25	11	44.0	5	20.0	5	20.0	2	8.0	1	4.0
2001 Goal	25	11	44.0	5	20.0	5	20.0	3	12.0	1	4.0
Professionals - Labor Market: 47.6 6.8 9.0 16.4 0.3											
1998 Work Force	30	18	60.0	8	26.7	2	6.7	0	0.0	0	0.0
1999 Goal	35	20	57.1	8	22.9	3	8.6	1	2.9	0	0.0
2000 Goal	35	20	57.1	8	22.9	3	8.6	2	5.7	0	0.0
2001 Goal	35	20	57.1	8	22.9	4	11.4	3	8.6	0	0.0
Technicians - Labor Market: 41.1 8.3 16.2 21.2 0.3											
1998 Work Force	3	2	66.7	0	0.0	1	33.3	1	33.3	0	0.0
1999 Goal	4	2	50.0	0	0.0	1	25.0	1	25.0	0	0.0
2000 Goal	4	2	50.0	0	0.0	1	25.0	1	25.0	0	0.0
2001 Goal	4	2	50.0	0	0.0	1	25.0	1	25.0	0	0.0
Protective Services - Labor Market: 16.0 18.8 20.7 5.9 0.7											
1998 Work Force	6	2	33.3	0	0.0	3	50.0	0	0.0	0	0.0
1999 Goal	8	2	25.0	1	12.5	3	37.5	0	0.0	0	0.0
2000 Goal	8	2	25.0	1	12.5	3	37.5	1	12.5	0	0.0
2001 Goal	8	2	25.0	1	12.5	3	37.5	1	12.5	0	0.0
Paraprofessionals - Labor Market: 67.4 8.4 17.2 19.0 0.5											
1998 Work Force	2	2	100.0	0	0.0	0	0.0	0	0.0	0	0.0
1999 Goal	6	5	83.3	0	0.0	1	16.7	0	0.0	0	0.0
2000 Goal	6	5	83.3	0	0.0	1	16.7	0	0.0	0	0.0
2001 Goal	6	5	83.3	0	0.0	1	16.7	0	0.0	0	0.0
Office / Clerical - Labor Market: 78.9 11.0 22.6 10.6 0.5											
1998 Work Force	41	35	85.4	7	17.1	8	19.5	2	4.9	0	0.0
1999 Goal	43	38	88.4	7	16.3	9	20.9	3	7.0	0	0.0
2000 Goal	43	39	90.7	7	16.3	9	20.9	3	7.0	0	0.0
2001 Goal	43	40	93.0	7	16.3	9	20.9	3	7.0	0	0.0
Skilled Craft - Labor Market: 3.6 5.6 42.5 5.7 0.5											
1998 Work Force	30	0	0.0	11	36.7	6	20.0	0	0.0	0	0.0
1999 Goal	34	0	0.0	11	32.4	7	20.6	0	0.0	0	0.0
2000 Goal	34	0	0.0	11	32.4	7	20.6	0	0.0	0	0.0
2001 Goal	34	0	0.0	11	32.4	8	23.5	0	0.0	0	0.0
Service / Maintenance - Labor Market: 17.0 8.8 58.5 7.0 0.4											
1998 Work Force	75	10	13.3	23	30.7	29	38.7	2	2.7	0	0.0
1999 Goal	85	14	16.5	22	25.9	31	36.5	3	3.5	0	0.0
2000 Goal	85	16	18.8	22	25.9	33	38.8	3	3.5	0	0.0
2001 Goal	85	18	21.2	22	25.9	35	41.2	3	3.5	0	0.0
TOTAL (Bottom-line) - Labor Market: 42.6 8.3 25.8 10.5 0.4											
1998 Work Force	211	79	37.4	54	25.6	53	25.1	6	2.8	1	0.5
1999 Goal	240	92	38.3	54	22.5	60	25.0	10	4.2	1	0.4
2000 Goal	240	95	39.6	54	22.5	62	25.8	12	5.0	1	0.4
2001 Goal	240	98	40.8	54	22.5	66	27.5	14	5.8	1	0.4

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1999-2001

(Permanent Full-Time Work Force)

Department: PLANNING & BUILDING

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators - Labor Market: 36.4 5.3 13.1 9.4 0.4											
1998 Work Force	9	2	22.2	0	0.0	0	0.0	0	0.0	0	0.0
1999 Goal	9	2	22.2	0	0.0	1	11.1	1	11.1	0	0.0
2000 Goal	9	3	33.3	0	0.0	1	11.1	1	11.1	0	0.0
2001 Goal	10	3	30.0	1	10.0	1	10.0	1	10.0	0	0.0
Professionals - Labor Market: 47.6 6.8 9.0 16.4 0.3											
1998 Work Force	19	7	36.8	1	5.3	2	10.5	2	10.5	0	0.0
1999 Goal	22	9	40.9	1	4.5	2	9.1	3	13.6	0	0.0
2000 Goal	25	10	40.0	1	4.0	3	12.0	3	12.0	0	0.0
2001 Goal	25	10	40.0	1	4.0	3	12.0	3	12.0	0	0.0
Paraprofessionals - Labor Market: 67.4 8.4 17.2 19.0 0.5											
1998 Work Force	9	4	44.4	0	0.0	0	0.0	3	33.3	0	0.0
1999 Goal	8	5	62.5	1	12.5	1	12.5	2	25.0	0	0.0
2000 Goal	9	6	66.7	1	11.1	2	22.2	2	22.2	0	0.0
2001 Goal	10	6	60.0	1	10.0	2	20.0	2	20.0	0	0.0
Office / Clerical - Labor Market: 78.9 11.0 22.6 10.6 0.5											
1998 Work Force	10	10	100.0	1	10.0	1	10.0	1	10.0	0	0.0
1999 Goal	13	12	92.3	2	15.4	2	15.4	1	7.7	0	0.0
2000 Goal	13	12	92.3	2	15.4	3	23.1	1	7.7	0	0.0
2001 Goal	13	12	92.3	2	15.4	3	23.1	1	7.7	0	0.0
Skilled Craft - Labor Market: 3.6 5.6 42.5 5.7 0.5											
1998 Work Force	38	6	15.8	4	10.5	2	5.3	0	0.0	1	2.6
1999 Goal	45	7	15.6	4	8.9	4	8.9	2	4.4	1	2.2
2000 Goal	47	7	14.9	4	8.5	6	12.8	2	4.3	1	2.1
2001 Goal	49	7	14.3	4	8.2	8	16.3	3	6.1	1	2.0
TOTAL (Bottom-line) - Labor Market: 42.6 8.3 25.8 10.5 0.4											
1998 Work Force	85	29	34.1	6	7.1	5	5.9	6	7.1	1	1.2
1999 Goal	97	35	36.1	8	8.2	10	10.3	9	9.3	1	1.0
2000 Goal	103	38	36.9	8	7.8	15	14.6	9	8.7	1	1.0
2001 Goal	107	38	35.5	9	8.4	17	15.9	10	9.3	1	0.9

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1999-2001

(Permanent Full-Time Work Force)

Department: PLANNING & BUILDING

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators - Labor Market: 36.4 5.3 13.1 9.4 0.4											
1998 Work Force	9	2	22.2	0	0.0	0	0.0	0	0.0	0	0.0
1999 Goal	9	2	22.2	0	0.0	1	11.1	1	11.1	0	0.0
2000 Goal	9	3	33.3	0	0.0	1	11.1	1	11.1	0	0.0
2001 Goal	10	3	30.0	1	10.0	1	10.0	1	10.0	0	0.0
Professionals - Labor Market: 47.6 6.8 9.0 16.4 0.3											
1998 Work Force	19	7	36.8	1	5.3	2	10.5	2	10.5	0	0.0
1999 Goal	22	9	40.9	1	4.5	2	9.1	3	13.6	0	0.0
2000 Goal	25	10	40.0	1	4.0	3	12.0	3	12.0	0	0.0
2001 Goal	25	10	40.0	1	4.0	3	12.0	3	12.0	0	0.0
Paraprofessionals - Labor Market: 67.4 8.4 17.2 19.0 0.5											
1998 Work Force	9	4	44.4	0	0.0	0	0.0	3	33.3	0	0.0
1999 Goal	8	5	62.5	1	12.5	1	12.5	2	25.0	0	0.0
2000 Goal	9	6	66.7	1	11.1	2	22.2	2	22.2	0	0.0
2001 Goal	10	6	60.0	1	10.0	2	20.0	2	20.0	0	0.0
Office / Clerical - Labor Market: 78.9 11.0 22.6 10.6 0.5											
1998 Work Force	10	10	100.0	1	10.0	1	10.0	1	10.0	0	0.0
1999 Goal	13	12	92.3	2	15.4	2	15.4	1	7.7	0	0.0
2000 Goal	13	12	92.3	2	15.4	3	23.1	1	7.7	0	0.0
2001 Goal	13	12	92.3	2	15.4	3	23.1	1	7.7	0	0.0
Skilled Craft - Labor Market: 3.6 5.6 42.5 5.7 0.5											
1998 Work Force	38	6	15.8	4	10.5	2	5.3	0	0.0	1	2.6
1999 Goal	45	7	15.6	4	8.9	4	8.9	2	4.4	1	2.2
2000 Goal	47	7	14.9	4	8.5	6	12.8	2	4.3	1	2.1
2001 Goal	49	7	14.3	4	8.2	8	16.3	3	6.1	1	2.0
TOTAL (Bottom-line) - Labor Market: 42.6 8.3 25.8 10.5 0.4											
1998 Work Force	85	29	34.1	6	7.1	5	5.9	6	7.1	1	1.2
1999 Goal	97	35	36.1	8	8.2	10	10.3	9	9.3	1	1.0
2000 Goal	103	38	36.9	8	7.8	15	14.6	9	8.7	1	1.0
2001 Goal	107	38	35.5	9	8.4	17	15.9	10	9.3	1	0.9

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1999-2001

(Permanent Full-Time Work Force)

Department: POLICE

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators - Labor Market:			36.4		5.3		13.1		9.4		0.4
1998 Work Force	22	3	13.6	2	9.1	0	0.0	1	4.5	0	0.0
1999 Goal	26	6	23.1	2	7.7	1	3.8	1	3.8	0	0.0
2000 Goal	26	7	26.9	2	7.7	1	3.8	1	3.8	0	0.0
2001 Goal	26	8	30.8	3	11.5	2	7.7	1	3.8	0	0.0
Professionals - Labor Market:			47.6		6.8		9.0		16.4		0.3
1998 Work Force	6	4	66.7	1	16.7	0	0.0	0	0.0	0	0.0
1999 Goal	7	5	71.4	1	14.3	1	14.3	0	0.0	0	0.0
2000 Goal	8	5	62.5	1	12.5	1	12.5	1	12.5	0	0.0
2001 Goal	9	5	55.6	1	11.1	1	11.1	1	11.1	0	0.0
Technicians - Labor Market:			41.1		8.3		16.2		21.2		0.3
1998 Work Force	30	16	53.3	5	16.7	2	6.7	5	16.7	0	0.0
1999 Goal	30	17	56.7	5	16.7	3	10.0	6	20.0	0	0.0
2000 Goal	30	17	56.7	5	16.7	4	13.3	6	20.0	0	0.0
2001 Goal	30	17	56.7	5	16.7	4	13.3	6	20.0	0	0.0
Protective Services - Labor Market:			16.0		18.8		20.7		5.9		0.7
1998 Work Force	952	116	12.2	76	8.0	162	17.0	64	6.7	8	0.8
1999 Goal	976	122	12.5	56	5.7	174	17.8	67	6.9	8	0.8
2000 Goal	1000	130	13.0	92	9.2	182	18.2	70	7.0	8	0.8
2001 Goal	1000	137	13.7	98	9.8	193	19.3	73	7.3	8	0.8
Paraprofessionals - Labor Market:			67.4		8.4		17.2		19.0		0.5
1998 Work Force	35	24	68.6	4	11.4	9	25.7	9	25.7	0	0.0
1999 Goal	35	25	71.4	4	11.4	9	25.7	9	25.7	0	0.0
2000 Goal	35	26	74.3	4	11.4	9	25.7	9	25.7	0	0.0
2001 Goal	35	26	74.3	4	11.4	9	25.7	9	25.7	0	0.0
Office / Clerical - Labor Market:			78.9		11.0		22.6		10.6		0.5
1998 Work Force	199	173	86.9	38	19.1	24	12.1	35	17.6	3	1.5
1999 Goal	199	173	86.9	38	19.1	28	14.1	35	17.6	3	1.5
2000 Goal	199	173	86.9	38	19.1	32	16.1	35	17.6	3	1.5
2001 Goal	199	173	86.9	38	19.1	36	18.1	35	3.0	3	1.5
Service / Maintenance - Labor Market:			3.6		5.6		42.5		5.7		0.5
1998 Work Force	8	2	25.0	3	37.5	3	37.5	1	12.5	0	0.0
1999 Goal	8	2	25.0	3	37.5	3	37.5	1	12.5	0	0.0
2000 Goal	8	2	25.0	3	37.5	3	37.5	1	12.5	0	0.0
2001 Goal	8	2	25.0	3	37.5	3	37.5	1	12.5	0	0.0
TOTAL (Bottom-line) - Labor Market:			42.6		8.3		25.8		10.5		0.4
1998 Work Force	1252	338	27.0	129	10.3	200	16.0	115	9.2	11	0.9
1999 Goal	1281	350	27.3	109	8.5	219	17.1	119	9.3	11	0.9
2000 Goal	1306	360	27.6	145	11.1	232	17.8	123	9.4	11	0.8
2001 Goal	1307	368	28.2	152	11.6	248	19.0	126	9.6	11	0.8

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1999-2001

(Permanent Full-Time Work Force)

Department: POLICE - SWORN

(Police Officer classifications including Police Recruit)

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators - Labor Market:		36.4		5.3		13.1		9.4		0.4	
1998 Work Force	16	0	0.0	1	6.3	0	0.0	0	0.0	0	0.0
1999 Goal	16	0	0.0	1	6.3	1	6.3	0	0.0	0	0.0
2000 Goal	16	0	0.0	1	6.3	1	6.3	0	0.0	0	0.0
2001 Goal	16	0	0.0	1	6.3	1	6.3	0	0.0	0	0.0
Protective Services - Labor Market:		16.0		18.8		20.7		5.9		0.7	
1998 Work Force	845	94	11.1	56	6.6	144	17.0	53	6.3	7	0.8
1999 Goal	869	101	11.6	66	7.6	156	18.0	56	6.4	7	0.8
2000 Goal	893	108	12.1	72	8.1	164	18.4	59	6.6	7	0.8
2001 Goal	893	115	12.9	72	8.1	175	19.6	62	6.9	7	0.8

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1999-2001

(Permanent Full-Time Work Force)

Department: PUBLIC WORKS

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators - Labor Market:			36.4		5.3		13.1		9.4		0.4
1998 Work Force	27	7	25.9	1	3.7	3	11.1	2	7.4	0	0.0
1999 Goal	27	8	29.6	1	3.7	3	11.1	2	7.4	0	0.0
2000 Goal	27	8	29.6	2	7.4	3	11.1	2	7.4	0	0.0
2001 Goal	27	9	33.3	2	7.4	3	11.1	2	7.4	1	3.7
Professionals - Labor Market:			47.6		6.8		9.0		16.4		0.3
1998 Work Force	35	9	25.7	1	2.9	5	14.3	6	17.1	0	0.0
1999 Goal	35	10	28.6	1	2.9	5	14.3	6	17.1	0	0.0
2000 Goal	35	11	31.4	2	5.7	4	11.4	6	17.1	0	0.0
2001 Goal	35	12	34.3	2	5.7	4	11.4	6	17.1	0	0.0
Technicians - Labor Market:			41.1		8.3		16.2		21.2		0.3
1998 Work Force	26	6	23.1	2	7.7	1	3.8	5	19.2	0	0.0
1999 Goal	26	6	23.1	2	7.7	2	7.7	5	19.2	0	0.0
2000 Goal	26	7	26.9	2	7.7	3	11.5	5	19.2	0	0.0
2001 Goal	26	8	30.8	2	7.7	3	11.5	5	19.2	0	0.0
Protective Services - Labor Market:			16.0		18.8		20.7		5.9		0.7
1998 Work Force	39	21	53.8	14	35.9	4	10.3	2	5.1	2	5.1
1999 Goal	39	20	51.3	14	35.9	4	10.3	2	5.1	2	5.1
2000 Goal	39	19	48.7	14	35.9	5	12.8	2	5.1	2	5.1
2001 Goal	39	18	46.2	14	35.9	6	15.4	2	5.1	2	5.1
Paraprofessionals - Labor Market:			67.4		8.4		17.2		19.0		0.5
1998 Work Force	10	7	70.0	1	10.0	0	0.0	0	0.0	1	10.0
1999 Goal	10	7	70.0	1	10.0	1	10.0	0	0.0	1	10.0
2000 Goal	10	7	70.0	1	10.0	1	10.0	1	10.0	1	10.0
2001 Goal	10	6	60.0	1	10.0	1	10.0	1	10.0	1	10.0
Office / Clerical - Labor Market:			78.9		11.0		22.6		10.6		0.5
1998 Work Force	57	43	75.4	11	19.3	9	15.8	7	12.3	0	0.0
1999 Goal	57	43	75.4	11	19.3	9	15.8	7	12.3	0	0.0
2000 Goal	57	43	75.4	11	19.3	10	17.5	7	12.3	0	0.0
2001 Goal	57	43	75.4	11	19.3	10	17.5	7	12.3	1	1.8
Skilled Craft - Labor Market:			3.6		5.6		42.5		5.7		0.5
1998 Work Force	161	3	1.9	29	18.0	34	21.1	15	9.3	3	1.9
1999 Goal	161	3	1.9	29	18.0	34	21.1	15	9.3	3	1.9
2000 Goal	161	4	2.5	29	18.0	36	22.4	15	9.3	2	1.2
2001 Goal	161	5	3.1	29	18.0	37	23.0	15	9.3	1	0.6
Service / Maintenance - Labor Market:			17.0		8.8		58.5		7.0		0.4
1998 Work Force	219	20	9.1	106	48.4	47	21.5	14	6.4	2	0.9
1999 Goal	219	22	10.0	106	48.4	50	22.8	14	6.4	2	0.9
2000 Goal	219	23	10.5	106	48.4	53	24.2	15	6.8	2	0.9
2001 Goal	219	25	11.4	106	48.4	56	25.6	16	7.3	2	0.9
TOTAL (Bottom-line) - Labor Market:			42.6		8.3		25.8		10.5		0.4
1998 Work Force	574	116	20.2	165	28.7	103	17.9	51	8.9	8	1.4
1999 Goal	574	119	20.7	165	28.7	108	18.8	51	8.9	8	1.4
2000 Goal	574	122	21.3	167	29.1	115	20.0	53	9.2	7	1.2
2001 Goal	574	126	22.0	167	29.1	120	20.9	54	9.4	8	1.4

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1999-2001

(Permanent Full-Time Work Force)

Department: TECHNOLOGY SERVICES

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators	- Labor Market:		36.4		5.3		13.1		9.4		0.4
1998 Work Force	13	3	23.1	0	0.0	3	23.1	2	15.4	0	0.0
1999 Goal	13	4	30.8	1	7.7	3	23.1	2	15.4	0	0.0
2000 Goal	13	5	38.5	1	7.7	3	23.1	2	15.4	0	0.0
2001 Goal	13	5	38.5	1	7.7	3	23.1	2	15.4	0	0.0
Professionals	- Labor Market:		47.6		6.8		9.0		16.4		0.3
1998 Work Force	44	20	45.5	3	6.8	5	11.4	13	29.5	0	0.0
1999 Goal	54	23	42.6	5	9.3	6	11.1	13	24.1	0	0.0
2000 Goal	56	24	42.9	5	8.9	6	10.7	12	21.4	0	0.0
2001 Goal	58	26	44.8	5	8.6	6	10.3	12	20.7	0	0.0
Technicians	- Labor Market:		41.1		8.3		16.2		21.2		0.3
1998 Work Force	32	7	21.9	8	25.0	4	12.5	3	9.4	0	0.0
1999 Goal	34	9	26.5	8	23.5	5	14.7	3	8.8	0	0.0
2000 Goal	35	10	28.6	7	20.0	6	17.1	5	14.3	0	0.0
2001 Goal	35	11	31.4	7	20.0	6	17.1	7	20.0	0	0.0
Paraprofessionals	- Labor Market:		67.4		8.4		17.2		19.0		0.5
1998 Work Force	1	1	100.0	0	0.0	1	100.0	0	0.0	0	0.0
1999 Goal	1	1	100.0	0	0.0	1	100.0	0	0.0	0	0.0
2000 Goal	1	1	100.0	0	0.0	1	100.0	0	0.0	0	0.0
2001 Goal	1	1	100.0	0	0.0	1	100.0	0	0.0	0	0.0
Office / Clerical	- Labor Market:		78.9		11.0		22.6		10.6		0.5
1998 Work Force	15	11	73.3	4	26.7	3	20.0	2	13.3	0	0.0
1999 Goal	15	12	80.0	3	20.0	4	26.7	2	13.3	0	0.0
2000 Goal	15	12	80.0	3	20.0	4	26.7	2	13.3	0	0.0
2001 Goal	15	12	80.0	3	20.0	4	26.7	2	13.3	0	0.0
Skilled Craft	- Labor Market:		3.6		5.6		42.5		5.7		0.5
1998 Work Force	9	1	11.1	2	22.2	1	11.1	1	11.1	1	11.1
1999 Goal	10	1	10.0	2	20.0	2	20.0	1	10.0	1	10.0
2000 Goal	10	1	10.0	2	20.0	3	30.0	1	10.0	1	10.0
2001 Goal	10	1	10.0	2	20.0	4	40.0	1	10.0	1	10.0
Service / Maintenance	- Labor Market:		17.0		8.8		58.5		7.0		0.4
1998 Work Force	2	0	0.0	0	0.0	1	50.0	0	0.0	0	0.0
1999 Goal	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
2000 Goal	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
2001 Goal	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
TOTALS	(Bottom-line) - Labor Market:		42.6		8.3		25.8		10.5		0.4
1998 Work Force	116	43	37.1	17	14.7	18	105.9	21	123.5	1	5.6
1999 Goal	127	50	39.4	19	15.0	21	110.5	21	110.5	1	4.8
2000 Goal	130	53	40.8	18	13.8	23	127.8	22	122.2	1	4.3
2001 Goal	132	56	42.4	18	13.6	24	133.3	24	133.3	1	4.2

DEPARTMENTAL AFFIRMATIVE ACTION GOALS 1999-2001

(Permanent Full-Time Work Force)

Department: WATER

Job Category	Total Employees	Female		Black		Hispanic		Asian		Am Indian	
		#	%	#	%	#	%	#	%	#	%
Officials / Administrators - Labor Market: 36.4 5.3 13.1 9.4 0.4											
1998 Work Force	23	4	17.4	3	13.0	1	4.3	6	26.1	0	0.0
1999 Goal	23	5	21.7	3	13.0	2	8.7	6	26.1	0	0.0
2000 Goal	23	6	26.1	3	13.0	2	8.7	6	26.1	0	0.0
2001 Goal	23	7	30.4	3	13.0	3	13.0	6	26.1	0	0.0
Professionals - Labor Market: 47.6 6.8 9.0 16.4 0.3											
1998 Work Force	14	7	50.0	1	7.1	2	14.3	7	50.0	0	0.0
1999 Goal	14	7	50.0	1	7.1	2	14.3	7	50.0	0	0.0
2000 Goal	14	7	50.0	1	7.1	2	14.3	7	50.0	0	0.0
2001 Goal	14	7	50.0	1	7.1	2	14.3	7	50.0	0	0.0
Technicians - Labor Market: 41.1 8.3 16.2 21.2 0.3											
1998 Work Force	11	3	27.3	1	9.1	2	18.2	4	36.4	0	0.0
1999 Goal	11	3	27.3	1	9.1	2	18.2	4	36.4	0	0.0
2000 Goal	11	4	36.4	1	9.1	2	18.2	4	36.4	0	0.0
2001 Goal	11	4	36.4	1	9.1	2	18.2	4	36.4	0	0.0
Paraprofessionals - Labor Market: 67.4 8.4 17.2 19.0 0.5											
1998 Work Force	2	2	100.0	0	0.0	0	0.0	1	50.0	0	0.0
1999 Goal	2	2	100.0	0	0.0	0	0.0	1	50.0	0	0.0
2000 Goal	2	2	100.0	0	0.0	0	0.0	1	50.0	0	0.0
2001 Goal	2	2	100.0	0	0.0	0	0.0	1	50.0	0	0.0
Office / Clerical - Labor Market: 78.9 11.0 22.6 10.6 0.5											
1998 Work Force	15	13	86.7	3	20.0	0	0.0	3	20.0	0	0.0
1999 Goal	15	13	86.7	3	20.0	1	6.7	3	20.0	0	0.0
2000 Goal	15	12	80.0	3	20.0	2	13.3	3	20.0	0	0.0
2001 Goal	15	12	80.0	3	20.0	3	20.0	3	20.0	0	0.0
Skilled Craft - Labor Market: 3.6 5.6 42.5 5.7 0.5											
1998 Work Force	67	1	1.5	6	9.0	13	19.4	4	6.0	0	0.0
1999 Goal	67	2	3.0	6	9.0	15	22.4	4	6.0	0	0.0
2000 Goal	67	4	6.0	6	9.0	17	25.4	4	6.0	0	0.0
2001 Goal	67	6	9.0	6	9.0	19	28.4	4	6.0	0	0.0
Service / Maintenance - Labor Market: 3.6 5.6 42.5 5.7 0.5											
1998 Work Force	64	0	0.0	7	10.9	23	35.9	2	3.1	1	1.6
1999 Goal	64	2	3.1	7	10.9	24	37.5	3	4.7	1	1.6
2000 Goal	64	4	6.3	7	10.9	26	40.6	3	4.7	1	1.6
2001 Goal	64	6	9.4	7	10.9	27	42.2	4	6.3	1	1.6
TOTAL (Bottom-line) - Labor Market: 42.6 8.3 25.8 10.5 0.4											
1998 Work Force	196	30	15.3	21	10.7	41	20.9	27	13.8	1	0.5
1999 Goal	196	34	17.3	21	10.7	46	23.5	28	14.3	1	0.5
2000 Goal	196	39	19.9	21	10.7	51	26.0	28	14.3	1	0.5
2001 Goal	196	44	22.4	21	10.7	56	28.6	29	14.8	1	0.5

POSITION TITLES BY JOB CATEGORY

OFFICIALS/ADMINISTRATORS:

Appointed Positions
Assistant City Manager
Deputy City Manager
Elected Officials
Management positions
Office Manager - Attorney
Office Manager - Water

PROFESSIONALS:

Accident Prevention Coordinator I-II
Accountant series
Administrative Assistant - Mayor & Council
Administrative Analyst series
Administrative Projects Coordinator
Airport Operations Specialist I-II
Aquatics Supervisor I-IV
Assistant Administrative Analyst series
Associate Director of Properties
Assistant Administrative Analyst series
Assistant Chief Wharfinger
Assistant Director of Finance
Assistant Director of Maintenance
Assistant Director of Finance
Assistant Manager - Marine Traffic
Assistant Marketing Manager series
Assistant Planner I-II
Assistant Traffic Manager
Audit Analyst
Audit Manager
Buyer I-II
Capital Project Coordinator
Chief Building Inspector
Chief Construction Inspector
Chief Investigator
Chief Wharfinger
Chief - Engineering Laboratory
Civil Engineer series
Civil Engineering Assistant
Civil Engineering Associate
Claims Adjuster

Claims Investigator/Representative I-III
Communications Center Coordinator
Communications Network Specialist I-II
Communications Officer
Communications Specialist I-V
Community Development Analyst I-III
Community Services Supervisor I-II
Contract Administrator I-II
Corrosion Control Supervisor
Cultural Program Supervisor
Department Librarian I-II
Deputy Chief Harbor Engineer
Deputy City Attorney
Deputy City Prosecutor
Development Project Manager I-III
Economic Development Specialist I-III
Electrical Engineer
Electrical Engineering Associate
Emergency Medical Education Coordinator
Emergency Medical Educator
Employee Services Assistant
Environmental Health Specialist series
Environmental Specialist series
Epidemiologist series
General Librarian I-II
Geographic Info System Tech I-II
Geologist series
Harbor Engineering Associate
Hazardous Materials Specialist
Hazardous Materials Specialist II
Hazardous Waste Coordinator
Historical Curator series
Housing Rehabilitation Supervisor I-II
Intelligence Analyst
Investigator I-III
Investigator - City Manager
Investigator - City Prosecutor
Landscape Architect
Legislative Assistant
Management Assistant

PROFESSIONALS (continued):

Management Intern
Manager of Environmental Planning
Manager of Transportation Planning
Manager of Leasing Sales
Manager of Marine Traffic
Market Research Economists
Market Planning Assistant
Marketing Manager
Mechanical Engineer series
Medical Social Worker I-II
Microbiologist Supervisor
Noise Control Specialist I-II
Nurse series
Office Administrator
Office Automation Analyst I-III
Office Manager - Prosecutor
Park Naturalist
Personnel Analyst I-II
Petroleum Engineer series
Planner series
Port Leasing Sales Officer I-IV
Port Risk Manager
Programmer Analyst I-VI
Public Health Nurse series
Public Health Nutritionist I-III
Public Health Physician
Recycling Specialist I-II
Sanitarian series
Section Engineer
Senior Architectural Engineer
Senior Program Manager
Auditor series
Structural Engineer series
Systems Programmer I-V
Traffic Engineer series
Traffic Manager
Workers Comp Claims Examiner series

TECHNICIANS:

Audio Visual Electronics Technician
Chief Clerk of Records
Computer Operations Supervisor
Computer Operator I-III
Criminalist I-III
Data Communications Coordinator I-II

Data Communications Technician I-III
Data Processing Assistant
Electronic Communication Tech I-III
Engineering Technician series
Fingerprint Classifier
Gas Measurement Assistant I-II
Gas Systems Control Supervisor
Geographic Info System Analyst I-II
Geographic Info Assistant I-II
Graphic Artist
Handwriting Examiner
Housing Rehabilitation Counselor
Identification Technician I-II
Laboratory Analyst I-III
Laboratory Assistant
License Inspector I-II
Manager Marine Traffic Senior Materials
Testing Chemist
Marine Supervisor
Materials Inspector
Materials Testing Chemist
Microbiologist series
Microfilm Technician
Milk and Food Sanitarian
Office Systems Technician I-II
Oil Field Gauger I-II
Petroleum Operations Coordinator I-II
Photographer
Polygraph Examiner
Principal Geological Drafting Technician
Programmer
Property Agent
Property Management Specialist I-II
Reprographics Assistant
Senior Geological Drafting Technician
Senior Records Clerk
Senior Survey Technician
Senior Surveyor
Supervisor - Special Services
Survey Technician
Surveyor
Systems Analyst I-II
Telemetry Instrument Technician I-II
Visual Arts Specialist I-II
Wharfinger I-II
X-ray Technician

PROTECTIVE SERVICES:

Animal Control Officer series
Animal Health Technician
Battalion Chief
Chief Port Security Officer
Fire Boat Operator
Fire Captain
Fire Engineer
Firefighter
Firefighter Trainee
Fire Recruit
Graphics Technician
Identification Officer
Lieutenant - Beach Safety
Lieutenant - Rescue Boats
Lifeguard
Marine Safety Captain
Marine Safety Lieutenant
Marine Safety Officer
Marine Safety Sergeant
Park Ranger I-II
Parking Control Checker I-II
Parking Control Supervisor
Police Corporal
Police Lieutenant
Police Officer
Police Recruit
Police Sergeant
School Guard
Security Officer I-IV

PARAPROFESSIONALS:

Accounting Technician
Accounts Payable Supervisor
Administrative Aide I-III
Assistant Buyer
Chief Deputy City Clerk
Chief Surveyor
Combination Building Inspector Aide I-II
Community Relations Assistant I-II
Engineering Aide I-III
Law Clerk
Legal Assistant
Legal Records Management Supervisor
Licensed Vocational Nurse
Marine Slip Permit Agent

Nutrition Aide
Paralegal
Payroll Specialist I-II
Payroll Supervisor
Personnel Assistant I-II
Petroleum Engineering Technician
Planning Aide
Police Services Assistant I-III
Protection Aide
Real Estate Technician I-II
Records Manager - City Attorney
Recreation Assistant
Recreation Leader/Specialist I-X
Senior Payroll/Personnel Assistant
Technical Aide
Traffic Engineering Aide I-II
Workers Comp Claim Assistant

OFFICE/CLERICAL:

Accounting Clerk I-III
Accounting Machine Operator III
Airport Operations Assistant I-II
Assistant to Executive Director
Cargo Audit Clerk I-IV
Clerk I-III
Clerk Supervisor
Clerk Typist I-V
Communications Assistant I-III
Communications Center Supervisor
Communications Dispatcher I-IV
Community Worker
Councilmanic Secretary
Customer Service Representative I-III
Customer Services Supervisor I-II
Data Center Support Supervisor
Data Entry Operator I-II
Deputy City Clerk I-II
Election Employee
Election Supervisor
Executive Secretary series
Housing Assistance Coordinator
Legal Office Assitant
Legal Office Specialist
Legal Records Specialsist
Legal Records Assistant I-III
Legal Records Supervisor

OFFICE/CLERICAL (continued):

Legal Secretary series
Legal Stenographer I-III
Library Aide
Library Circulation Supervisor
Library Clerk I-IV
Marina Agent I-III
Mechanical Equipment Stock Clerk I-III
Messenger/Mail Clerk I-II
Meter Reader I-II
Minute Clerk series
Noise Abatement Assistant I-II
Occupancy Specialist I-III
Occupancy Supervisor
Office Services Assistant I-III
Page
Payroll/Personnel Assistant I-III
Police Property & Supply Clerk
Police Systems Supervisor
Professional Aide
Public Health Registrar
Records Centers Supervisor
Records Manager - City Clerk
Secretary series
Senior Minute Clerk
Stock & Receiving Clerk
Storekeeper I-III
Student Worker
Supervising Senior Legal Secretary
Supervisor Stores & Property
Supervising Workers' Compensation
Telephone Operator
Tenent Interviewer I-II
Workers' Compensation Administrative Assistant

SKILLED CRAFT:

Alternative Fuels Coordinator
Assistant Electronic Technician I-II
Assitant Traffic Signal Electrician
Assitant Traffic Signal Technician I-II
Body & Fender Mechanic - Painter I-II
Building Maintenance Engineer
Building Services Supervisor
Carpenter
Carpenter Supervisor

Cement Finisher I-II
Combination Building Inspector series
Construction Inspector series
Construction Supervisor
Distribution/Customer Service Supervisor
Dredge Lever Operator
Dredge Master
Dredge Tender Operator
Electrical Inspector series
Electrical Supervisor
Electrician
Electronic Communications Supvr I-II
Electronic Communications Coordinator
Equipment Mechanic series
Equipment Operator series
Fleet Services Supervisor
Gas Compression & Storage Supervisor
Gas Distribution Supervisor I-II
Gas Instrument Technician
Gas Maintenance Supervisor I-II
Gas Orifice Meter Technician I-II
Gas Meter Repair Supervisor
General Maintenance Supervisor I-II
Harbor Maintenance Mechanic I-II
Harbor Maintenance Superintendent I-II
Helicopter Mechanic
Locksmith
Machinist
Main Construction Crew Chief I-II
Main Construction Crew Leader
Master Mechanic
Mechanic - Harbor
Mechanical Supervisor I-II
Mechanical Systems Supervisor
Meter Repair Mechanic I-II
Meter Repair Supervisor
Office Services Supervisor
Offset Press Operator I-II
Painter I-II
Painter Supervisor
Parking Meter Technician I-II
Pipeline Welder
Plan Checker series
Plasterer
Plumber

SKILLED CRAFT (continued):

Plumber Supervisor
Plumbing Inspector series
Power Equipment Repair Mechanic I-III
Principal Building Inspector
Principal Construction Inspector
Senior Body/Fender Mechanic-Painter
Senior Mechanical Inspector
Service Construction Crew Chief
Service Construction Supervisor
Sewer Pumping Plant Mechanic
Street Maintenance Supervisor I-II
Supervisor - Facilities Maintenance
Traffic Painter I-II
Traffic Signal Coordinator
Traffic Signal Electrician series
Traffic Signal Supervisor
Traffic Signal Technician series
Utilities Systems Operator
Utility Plumber Mechanic I-III
Water Construction Supervisor I-II
Water Distribution Support Supervisor
Water Electrician/Telemetry Supervisor
Water Emergency Svcs Investigator I-III
Water Emergency Svcs Supervisor
Water Support Svcs Supervisor
Water Systems Operator I-III
Water Treatment Plant Operator I-III
Water Treatment Plant Supervisor
Water Utility Supervisor I-II
Welder

SERVICE/MAINTENANCE:

Admissions Attendant I-III
Automatic Sprinkler Control Technician
Custodian I-II
Garage Service Attendant I-II
Garage Supervisor
Gardener I-II
Gas Crew Utility Assistant I-III
Gas Field Service Representative I-III
General Maintenance Assistant
Greenskeeper
Institutional Cook

Lot Cleaning Supervisor
Maintenance Aide I-II
Maintenance Assistant I-II
Maintenance Assistant I-II-Refuse
Maintenance Supervisor
Marine Aide
Motor Sweeper Operator
Park Crew Supervisor
Park Maintenance Supervisor
Park Operations Attendant I-II
Refuse Field Investigator
Refuse Operator I-III
Refuse Supervisor
Refuse Truck Driver
Sanitation Crew Member I-II
Senior Gas Field Service
Representative
Sewer Maintenance Crew Leader
Sewer Maintenance Crew Member I-II
Sewer Maintenance Supervisor
Sewer Pumping Plant Operator
Sewer pumping Plant Supervisor
Storm Drain Maintenance Crew Member
I-II
Storm Drain Maintenance Crew Leader
Storm Drain Plan Mechanic
Street Landscaping Supervisor I-II
Supervising Custodian
Supervisor - Waste Operations
Tree Trimmer I-II
Vector Control Specialist I-II
Water Utility Mechanic I-III
Window Washer I-II